



Western Cape
Government



Department of Economic Development and Tourism

Strategic Plan
2025 - 2030

DEPARTMENT OF
ECONOMIC DEVELOPMENT
AND TOURISM

Province of the Western Cape

Strategic Plan
2025 - 2030

Table of Contents

1.	Executive Authority Statement	4
2.	Accounting Officer Statement	5
3.	Official Sign-off	7
	Abbreviation List	8
PART A: Our Mandate		11
1.	Constitutional Mandate	12
2.	Legislative and Policy Mandates	12
3.	Institutional Policies and Strategies over the Five-year Planning Period	16
3.1.	Overview of the MTDP 2024-2029	16
3.2.	Overview of Provincial Strategic Plan 2025-2030	17
3.3.	Provincial Portfolios	17
3.4.	Integrated Impact Areas	18
3.5.	Department's Alignment with PSP Focus Areas	19
3.6.	The Business Growth Lifecycle	20
3.7.	The Growth for Jobs Strategy Shapes and Drives the Department's Priorities	20
3.8.	Strategic Intent and Principles of the Growth for Jobs Strategy	21
4.	Relevant Court Rulings	22
PART B: Our Strategic Focus		25
5.	Vision	26
6.	Mission	26
7.	Values	26
8.	Situational Analysis	26
8.1	External Environment Analysis	26
8.2	Internal Environment Analysis	34
PART C: Measuring Our Performance		39
9.	Institutional Performance Information	40
9.1	Measuring the Impact	40
9.2	Measuring the Outcomes	48
9.2.1	Driving Growth Opportunities	49
9.2.1.1	Explanation of Planned Performance over the Five-year Planning Period	49
9.2.1.2	Key Risks	50
9.2.1.3	Public Entities	50
9.2.2	Stimulating Market Access	51
9.2.2.1	Explanation of Planned Performance over the Five-year Planning Period	51

9.2.2.2	Key Risks	52
9.2.2.3	Public Entities	52
9.2.3	Enabling Environment for Economic Growth	53
9.2.3.1	Explanation of Planned Performance over the Five-year Planning Period	53
9.2.3.2	Key Risks	56
9.2.3.3	Public Entities	56
9.2.4	Mandatory and Legislative Functions	57
9.2.4.1	Improved Institutional Excellence	57
9.2.4.2	Explanation of Planned Performance over the Five-year Planning Period	57
9.2.4.3	Key Risks	58
9.2.4.4	Improved Customer Support	58
9.2.4.5	Explanation of Planned Performance over the Five-year Planning Period	59
9.2.4.6	Key Risks	59
Part D: Technical Indicator Description		61
Annexures to the Strategic Plan		75
Annexure A: NSDF and the District Delivery Model		76
Annexure B: Digitalisation Interventions		77

1. Executive Authority Statement

I am pleased to present the 2025-2030 Strategic Plan for the Department of Economic Development and Tourism (DEDAT). This document provides an opportunity to outline our vision and key priorities for the next five years.

Drawing from the Provincial Strategic Plan, which contextualises the overall Western Cape Government (WCG) plans until 2030 and firmly framed within the Growth for Jobs (G4J) Strategy, the DEDAT Five-year Strategic Plan charts a forward-looking path for the Western Cape DEDAT. With your support and collaboration, we aim to drive the vision to achieve breakout economic growth, resulting in sufficient employment and opportunity, and a sustainable, resilient, diverse and thriving economy - generating confidence, hope, and opportunities to succeed.

This 2030 Strategic Plan is the result of a thorough analysis and rigorous planning discussions aimed at fostering provincial growth and development. We strive to be an economic facilitator, influencer, and contributor to driving economic growth for jobs and enabling businesses to thrive in the Western Cape.

Economic growth serves as the cornerstone of prosperity and can improve the quality of life for our citizens. We are focused on positioning the Western Cape economy to be resilient in the face of global shocks, tackle structural challenges, and sustain the long-term growth envisioned in the G4J Strategy. By 2035, the G4J Strategy aims to ensure an economy that grows by an average of 5% each year, ensuring a bright future for everyone and fostering business, investor, and consumer confidence. Our commitment to resilience and sustainability is a promise and a reassurance of the plan's long-term viability.

Flowing from the G4J Strategy and aligned with the Ministerial Priorities, the Departmental Five-year Strategy is underpinned by an approach that focuses on three core strategic priorities: 1) unlocking growth potential, 2) stimulating market expansion, and 3) enabling a conducive business environment. By delivering critical focus areas and deploying enabling levers, tools, and cross-cutting themes that connect everything, we can build a stronger future for all.

The Five-year Strategic Plan is designed to unlock significant economic growth in the Western Cape and beyond. Our focus is on increased investments, exports, and tourism, underpinned by enhancing resource resilience, technological innovation, catalytic infrastructure, and expanded access to economic opportunities.

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Dr Ivan Meyer
Minister of Agriculture, Economic Development and Tourism

2. Accounting Officer Statement

With the establishment of the Seventh Administration and in building on the successes of the previous Strategic Plan, the Department's 2025-2030 Strategic Plan adopts a bold and future-focused approach, aligned with the Provincial Strategic Plan (PSP) and focused on making our contribution in the delivery of the Growth for Jobs (G4J) Strategy. The citizen-centric Provincial Strategic Plan emphasises the interconnectedness of personal and business growth, recognising that economic opportunities for individuals contribute to thriving businesses, and vice versa.

The Department's five-year 2030 plan is guided by three strategic priorities - unlocking growth potential, stimulating market expansion, and creating a conducive business environment. These three strategic priorities underpin the G4J's seven Priority Focus Areas. The Department plays a leading role in the implementation and delivery of a significant proportion of the Priority Focus Areas, and where we are not the main drivers, we provide critical support. As such, the Department's five-year strategy and its outcome statements reflect the organisation's purposeful commitment to the targets set by the G4J Strategy.

The 2025-2030 Strategic Plan has been drafted during a time when South African business optimism is the highest in almost a decade, where the Government of National Unity has inspired renewed confidence in our country and its growth prospects. The Plan has also been finalised during a period of global trade uncertainty, where the economic consequences of escalating global tensions and increased protectionism have yet to unfold. And, the Plan has been completed during a period of continued severe fiscal pressures, where the bold ambitions of the G4J Strategy appear to be at odds with the lack of adequate resourcing.

Yet, the economy and the government have always faced uncertainty and challenges. All we are able to do as a department is prepare, mindful that there can be opportunities in a crisis. The potential trade wars may forge new trade partnerships and open up more diverse markets. A lack of resources compels us to find different and even better ways of delivering, obliging us to break out of our silos and leverage partnerships to take advantage of new technologies and platforms to find reach and deliver services.

There is always uncertainty. But the direction, goals and the objectives of the G4J Strategy, and the Department's responsibilities and role in the G4J Implementation Plan, are clear and unambiguous. Within this context, as the Accounting Officer, together with my team, I had to contend with a set of choices. Do we set safe and conservative targets, given the resource limitations and international economic uncertainty? Or do we commit the Department to ambitious, stretch targets in line with the G4J Strategy? The governance consequences of not meeting our performance targets can be dire. But by not setting out what we want to - and need to - achieve can have arguably even greater consequences for the economy and its growth prospects, for the many unemployed residents of our province.

Having bold targets changes the way that we do things. It changes the scope and nature of our projects, because it means that our interventions have to be designed for scale and reach, or to be systemic in nature to have horizontal impact across the economy. The Department, therefore, has chosen the bold choice, with the understanding that the Department can course-correct the targets should - despite our best efforts, partnerships, innovation and ingenuity - resources still be inadequate or the economic environment be too unstable to deliver the G4J strategic targets.

The successful implementation of this plan hinges on partnerships and collaboration. DEDAT will therefore continue to work closely with stakeholders across government, the private-sector and civil society to achieve shared goals. I would therefore like to extend my gratitude to our partners and stakeholders, whose dedication and contributions have been instrumental in driving the Province's economic growth. Together, we can navigate the challenges of a complex global environment and further unlock the potential of the Western Cape economy.

I would also like to share my deepest appreciation to the Minister of Agriculture, Economic Development and Tourism, and to my DEDAT team, who have demonstrated commitment to the organisation and its new Five-year Strategic Plan. As we embark on this next chapter, DEDAT re-affirms its unwavering commitment to the successful implementation of this Strategic Plan and to building a thriving, inclusive, and resilient economy for all.



Ms Jo-Ann Johnston

Accounting Officer of the Department of Economic Development and Tourism

Date: 18 March 2025

3. Official Sign-off

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of Economic Development and Tourism (DEDAT) under the guidance of Minister Ivan Meyer;
- considers all the relevant policies, legislation and other mandates for which the DEDAT Tourism is responsible; and
- accurately reflects the impact, outcomes, and outputs that the DEDAT will endeavour to achieve over the period 2025-2030.

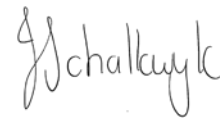
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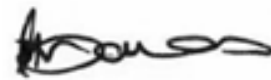
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Dr Ivan Meyer
Executive Authority

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Abbreviation List

AI	Artificial Intelligence
AWS	Amazon Web Services
ASEZ	Atlantis Special Economic Zone
BER	Bureau for Economic Research
BERD	Business Enterprise Research and Development
CBA	Carbon Border Adjustment
CSIR	Council for Scientific and Industrial Research
DDM	District Development Model
DEDAT	Department of Economic Development and Tourism
FDI	Foreign Direct Investment
G4J	Growth for Jobs
GDP	Gross Domestic Product
GEM	Global Entrepreneurship Monitor
GH2	Green Hydrogen
ICT	Information and Communication Technology
IDZ	Industrial Development Zone
IPP	Independent Power Producer
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
NISED	National Integrated Small Enterprise Development
NIP 2050	National Infrastructure Plan 2050
NPO	Non-Profit Organisation
NSDF	National Spatial Development Framework
OCP	Office of the Consumer Protector
PFMA	Public Finance Management Act
PSP	Provincial Strategic Plan
QLFS	Quarterly Labour Force Survey
R&D	Research and Development
SARS	South African Revenue Service
SEZ	Special Economic Zone
SMME	Small, Medium and Micro Enterprise
SSEG	Small-Scale Embedded Generation
STI	Science, Technology, and Innovation
TEA	Total Early-stage Entrepreneurial Activity
WCCCRS	Western Cape Climate Change Response Strategy
WCG	Western Cape Government
WTO	World Trade Organisation







A

Our
Mandate



PART A: OUR MANDATE

1. Constitutional Mandate

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 competence. Those areas which are relevant for Economic Development and Tourism (DEDAT) are:

- Consumer Protection
- Industrial Promotion
- Tourism
- 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 and Policy Mandates

Several acts play a role in the work of DEDAT. The more important acts and policies are:

Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)

The Act is transversal legislation with normal compliance obligations applicable to all Departments. It establishes a legislative framework for the promotion of black economic empowerment, empowers the national minister to issue codes of good practice and to publish transformation charters, establishes the Black Economic Empowerment Advisory Council and provides for matters connected therewith.

Businesses Act, 1991 (Act 71 of 1991)

The Act provides for the licensing and carrying on of businesses and matters connected therewith.

Cape Town International Convention Centre Company Act, 2000 (Act 8 of 2000)

The purpose of the Act is to provide for the Western Cape Province's shareholding in the Cape Town International Convention Centre Company, for the funding provided to the Company by the Province and to provide for matters incidental thereto.

Consumer Protection Act, 2008 (Act 68 of 2008)

The Act promotes a fair, accessible and sustainable marketplace for consumer products and services and for that purpose establishes national norms and standards relating to consumer protection, provides for improved standards of consumer information, prohibits certain unfair marketing and business practices, promotes responsible consumer behaviour, promotes a consistent legislative and enforcement framework relating to consumer transactions and agreements, and establishes the National Consumer Commission. This Act should be read with the Western Cape Consumer Affairs (Unfair Business Practices) Act, 2002 (Act 10 of 2002).

Co-Operatives Act, 2005 (Act 14 of 2005)

The Act acknowledges, amongst others, the need for the registration of co-operatives, in accordance with the Constitution, international conventions and treaties, national, provincial, and local government transversal policy, and statutory regulatory frameworks, as well as the need for the development of a viable, autonomous, self-reliant and self-sustaining cooperative movement to promote community development and entrepreneurship, create employment and successful enterprises, eradicate poverty and improve the socio-economic wellbeing of the members of co-operatives in accordance with the co-operative principles.

National Credit Act, 2005 (Act 34 of 2005)

The Act promotes a fair and non-discriminatory marketplace for access to consumer credit and for that purpose to provide for the general regulation of consumer credit and improved standards of consumer information; to promote black economic empowerment and ownership within the consumer credit industry; to prohibit certain unfair credit and credit-marketing practices; to promote responsible credit granting and use and for that purpose to prohibit reckless credit granting; to provide for debt re-organisation in cases of over-indebtedness; to regulate credit information; to provide for registration of credit bureaux, credit providers and debt counselling services; to establish national norms and standards relating to consumer credit; to promote a consistent enforcement framework relating to consumer credit; to establish the National Credit Regulator and the National Consumer Tribunal; to repeal the Usury Act, 1968, and the Credit Agreements Act, 1980; and to provide for related incidental matters.

National Small Enterprise Act, 1996 (Act 102 of 1996)¹

This Act does not provide for specific direct mandates for DEDAT but must be read with the prescribed National Integrated Small Enterprise Development Strategic Framework as the National Small Business Support Strategy: Final National Integrated Small Enterprise Development Strategic Framework published in GN 3054 of GG48063 on 17 February 2023 (NISED Strategic Framework).

Saldanha Bay Industrial Development Zone Licencing Company Act, 2016 (Act 1 of 2016)

The Minister of Trade and Industry has, under General Notice 1081 of 2013 in terms of the Manufacturing Development Act, 1993 (Act 187 of 1993), designatzed an Industrial Development Zone at Saldanha Bay and granted the operator permit to the Saldanha Bay IDZ Licencing Company SOC Ltd. The purpose of the Act is to regulate the operation of the Saldanha Bay IDZ Licencing Company SOC Ltd, to provide for the shareholding of the Western Cape Government in the Saldanha Bay IDZ Licencing Company SOC Ltd, to provide for the objects, functions, and governance of the Saldanha Bay IDZ Licencing Company SOC Ltd and for matters incidental thereto. Note: The company is now trading as "Freeport Saldanha".

Special Economic Zones (SEZ) Act, 2014 (Act 16 of 2014)²

The purpose of the Act is to provide for the designation, promotion, development, operation, and management of SEZ, the establishment, appointment of members and functioning of the Special Economic Zones Advisory Board, the establishment of the Special Economic Zones Fund, functions of the SEZ operator, to regulate the application, issuing, suspension, withdrawal, and transfer of SEZ operator permits, to provide for transitional arrangements and for matters connected therewith.

¹ Pending amendment by the National Small Enterprise Amendment Act, No. 21 of 2024 (GG 50965 dated 23 July 2024) – provisions were not yet proclaimed.

² The Act must be read with the Manufacturing Development Act, 1993 (Act 187 of 1993) and the Saldanha Bay Industrial Development Zone Licencing Company Act, 2016 (Act 1 of 2016) in the context of Saldanha Bay IDZ and the designation of Atlantis Special Economic Zone.

This Act does not provide for specific direct mandates for DEDAT but requires provincial integration and involvement when SEZ are designated. In the Western Cape the Saldanha Bay Industrial Development Zone³ and the Atlantis SEZ⁴ were designated as SEZ.⁵

Tourism Act, 2014 (Act 3 of 2014)

The Act provides for the development and promotion of sustainable tourism for the benefit of the Republic, its residents, and its visitors, for the continued existence of the South African Tourism Board and the establishment of the Tourism Grading Council, regulates the tourist guide profession and provides for matters connected therewith. It specifically makes provision for registration, competence and a code of conduct and ethics for tourist guides, procedures for reporting contraventions and lodging of complaints and disciplinary measures against tourist guides.

Western Cape Consumer Affairs (Unfair Business Practices) Act, 2002 (Act 10 of 2002)

The Act provides for the investigation, prohibition and control of unfair business practices and establishes an Office of the Consumer Protector and Consumer Affairs Tribunals.

Western Cape Membership of the Western Cape Economic Development Partnership Act, 2013 (Act 12 of 2013)

The purpose of the Act is to provide for the membership of the Provincial Government of the Western Cape Economic Development Partnership NPC, to regulate the transfer of funds to the Western Cape Economic Development Partnership NPC and to provide for matters incidental thereto.

Western Cape Special Economic Development Infrastructure Company Act, 2019 (Act 3 of 2019)

The Act establishes a juristic person known as the Western Cape Special Economic Development Infrastructure Company SOC Ltd, authorises the shareholding of the Western Cape Government in the Company, provides for the powers, duties, management, governance, funding and financial control of the Company and for matters incidental thereto.

Western Cape Tourism, Trade and Investment Promotion Agency Act, 1996 (Act 3 of 1996)

The Act provides for the establishment, appointment, powers and functions of the Western Cape Tourism, Trade and Investment Promotion Agency (“Wesgro”) in order to promote and support the economic growth and development of the province, and to provide for matters incidental thereto.

Other applicable National policies and strategies:

- Digital Skills Strategy (2018)
- Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework (GRPBMEAF)
- ICT and Digital Economy Masterplan (2021 / 2023)
- ICT Sector Development Plan (2012)
- Industrial Policy Action Plan (IPAP)
- National Evaluation Policy Framework, 2011
- National Tourism Sector Recovery Plan (2021)

³ GN 504 in GG 40883 of 2 June 2017.

⁴ GN 1130 in GG 41982 of 19 October 2018.

⁵ Section 2 of the Saldanha Bay Industrial Development Zone Licencing Company Act, 2016 (Act 1 of 2016) stipulates that the Saldanha Bay IDZ company is subject to and regulated by, amongst others, the Special Economic Zones Act and the Manufacturing Development Act. The provincial government is authorised to become a shareholder in the Saldanha Bay Industrial Development Zone company and to perform any acts that a shareholder may in law perform.

- National Tourism Sector Strategy (NTSS) (2016 – 2026)
- Tourism Sector Masterplan (2023)
- National e-Strategy (2017)
- National Digital and Future Skills Strategy (2020)
- National Integrated Small Enterprise Development (NISED) Strategic Framework
- National Infrastructure Plan 2050 (NIP2050) (2022)
- National Youth Policy 2020-2030
- Presidential Commission on the Fourth Industrial Revolution – Recommendations Report (2020)
- Science, Technology and Innovation Decadal Plan 2022-2032

Other provincial policies and strategies:

- Western Cape Growth for Jobs Strategic Framework (2022) and the Western Cape Growth for Jobs Strategy (2023)
- Western Cape Government: Provincial Strategic Plan (2025 – 2030)
- Western Cape Green Economy Strategic Framework
- Western Cape Broadband Strategic Framework
- Western Cape Climate Change Response Strategy and Implementation Plan
- Western Cape Green Hydrogen Strategy (2024)
- One Cape 2040.

3. Institutional Policies and Strategies over the Five-year Planning Period

The plans and programmes of the Department of Economic Development and Tourism contribute towards achieving the outcomes set out in the global, national, and provincial policy frameworks (see Figure 1 below).

Figure 1: Policy Context



Key strategies within the five-year planning period are the Medium-Term Development Plan (2025 – 2030), the Provincial Strategic Plan (PSP 2025–2030) and the G4J Strategy 2035.

3.1 Overview of the MTDP 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 emphasising 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:

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

The 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).

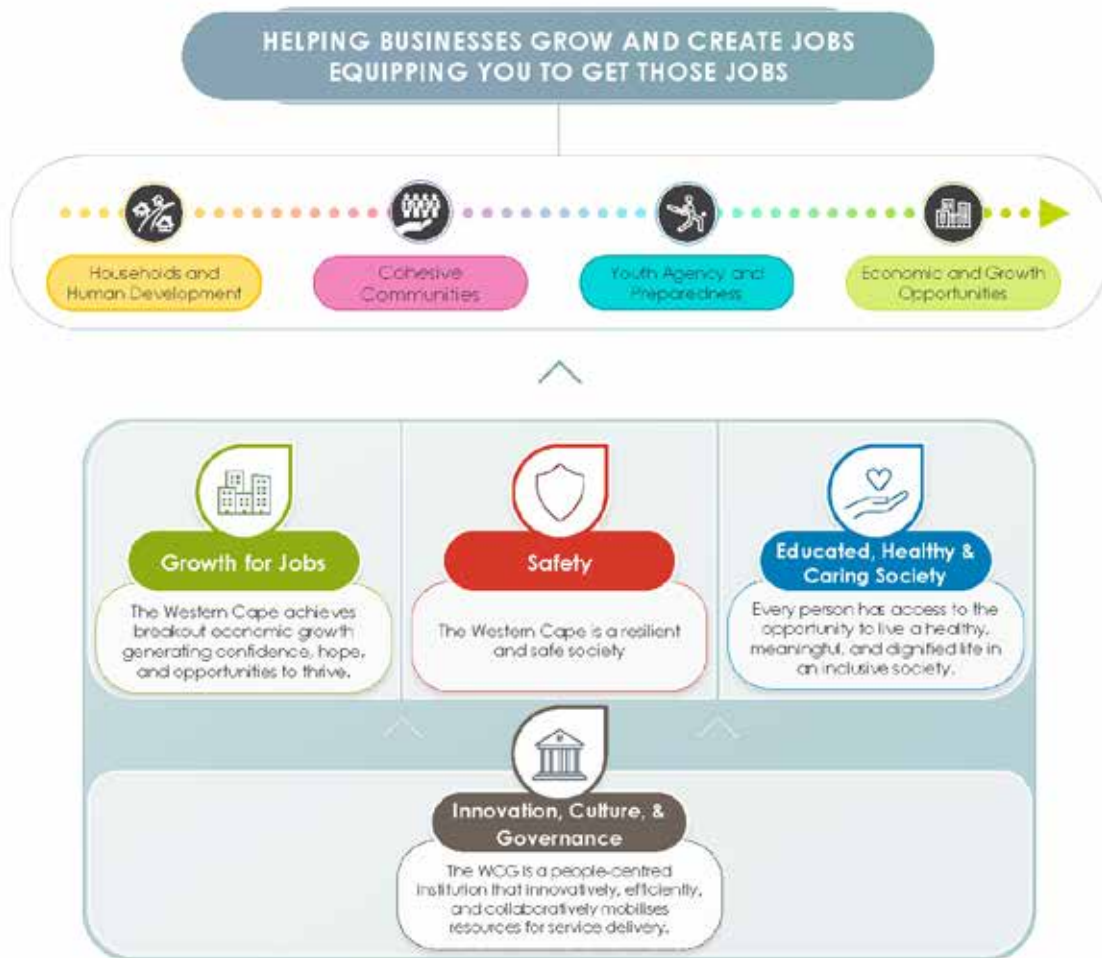
- Economic Growth and Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.

- **Poverty Reduction and Social Interventions:** WCG’s social development programmes, 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.

3.2 Overview of 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..

Figure 2: Overview of the Provincial Strategic Plan 2025-2030

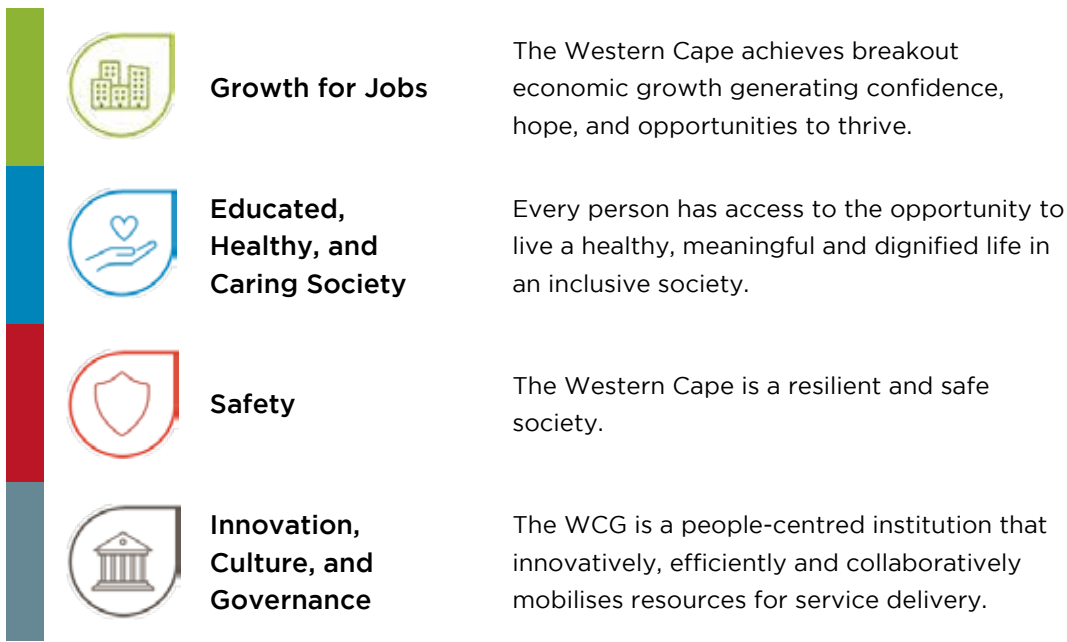


3.3 Provincial Portfolios

The implementation of the PSP is driven by four provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and co-ordinate 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 co-ordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

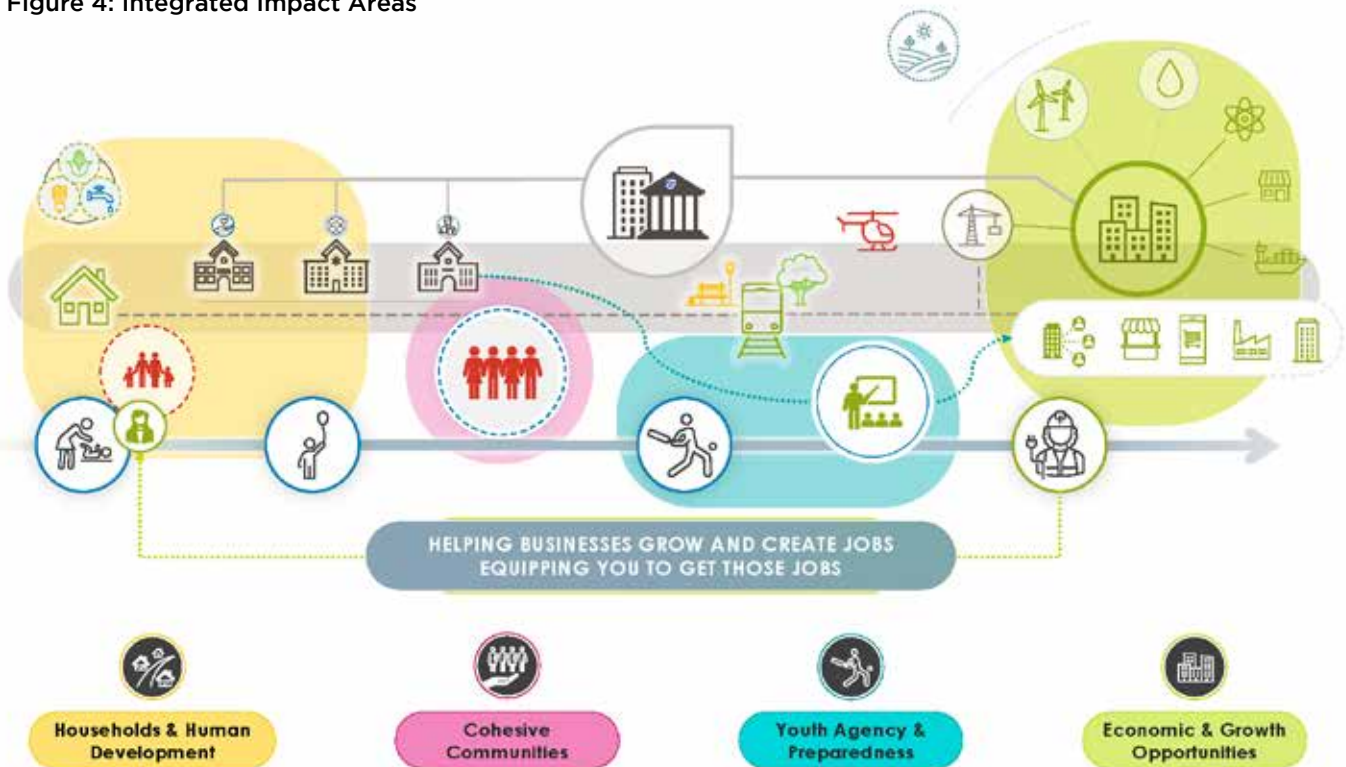
Figure 3: The Four Strategic Portfolios



3.4 Integrated Impact Areas

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

Figure 4: Integrated Impact Areas



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.

Figure 5: Integrated Impact Areas

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 and Preparedness	Empowering young people with the skills and opportunities to participate in society, access economic opportunities and continue learning.
Economic and 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 Department’s Alignment with PSP Focus Areas

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

Key focus areas for the Department of Economic Development and Tourism include:

Figure 6: Key Focus Areas for the Department of Economic Development and Tourism

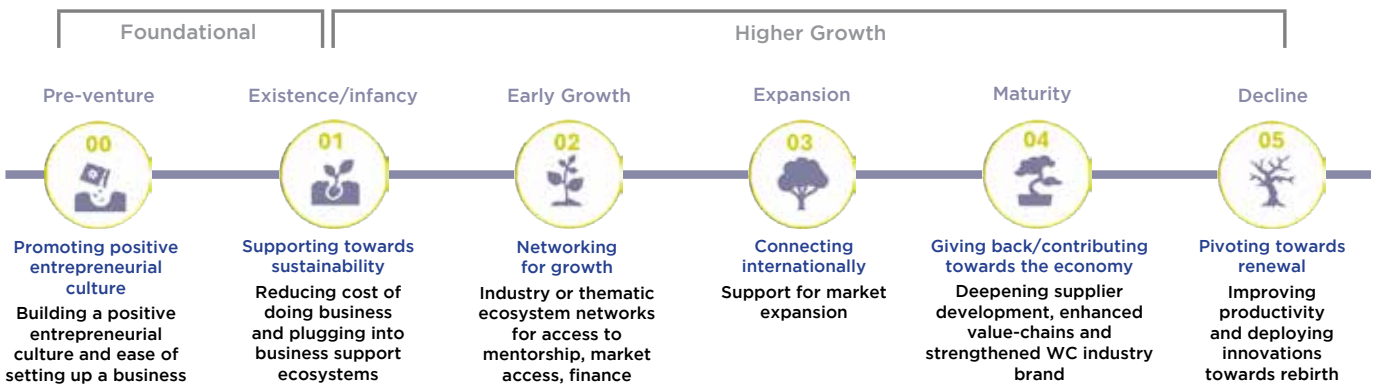
 <p>Growth for Jobs</p> <ul style="list-style-type: none"> • Access to employability and economic opportunities • Driving growth opportunities through investment • Stimulating market growth through exports and domestic markets • Energy resilience and transition to net zero • Water security and resilience • Technology and innovation • Infrastructure and the connected economy 	 <p>Educated, Healthy & Caring Society</p> <ul style="list-style-type: none"> • Increased youth resilience, civic, educational and economic participation • Effective approach to one health and disaster management 	 <p>Innovation, Culture, & Governance</p> <ul style="list-style-type: none"> • Culture and people-centred delivery • Ease of doing government
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Through the above focus areas, the Department contributes to integrated impact in Households and Human Development, Youth Agency and Preparedness, Economic and Growth Opportunities, Resource Resilience, and Spatial Transformation, Infrastructure, and Mobility.

3.6 The Business Growth Lifecycle

Drawing from the holistic approach adopted by the PSP with respect to the lifecycle of an individual, the Department is cognisant that similar to citizens, businesses too progress through different stages of growth, development and maturity. Just as individuals require education, skills, and opportunities to thrive, businesses depend on a supportive environment to grow from startups to high-performance entities. Depending on their stage of growth, entrepreneurs and firms need differentiated types of assistance to address their specific challenges and opportunities. As the Department hones and strengthens its interventions and programmes, the officials will be mindful that economic development requires multiple interventions and mutually re-inforcing support as entrepreneurs progress along their growth journey. The Department’s interventions will therefore take a holistic approach in order to be responsive to the specific needs of entrepreneurs, depending on their growth stage and growth opportunity.

Figure 7: Business Growth Cycle



3.7 The Growth for Jobs Strategy Shapes and Drives the Department’s Priorities

The Growth for Jobs (G4J) Strategy is informed by the key policies of the provincial leadership, which, in turn, is guided by the National Development Plan and the MTDP 2030. The G4J Strategy is premised on the recognition that the private-sector creates jobs, and that the state needs to stimulate market growth and create an enabling environment in which people and businesses can create and realise opportunities.

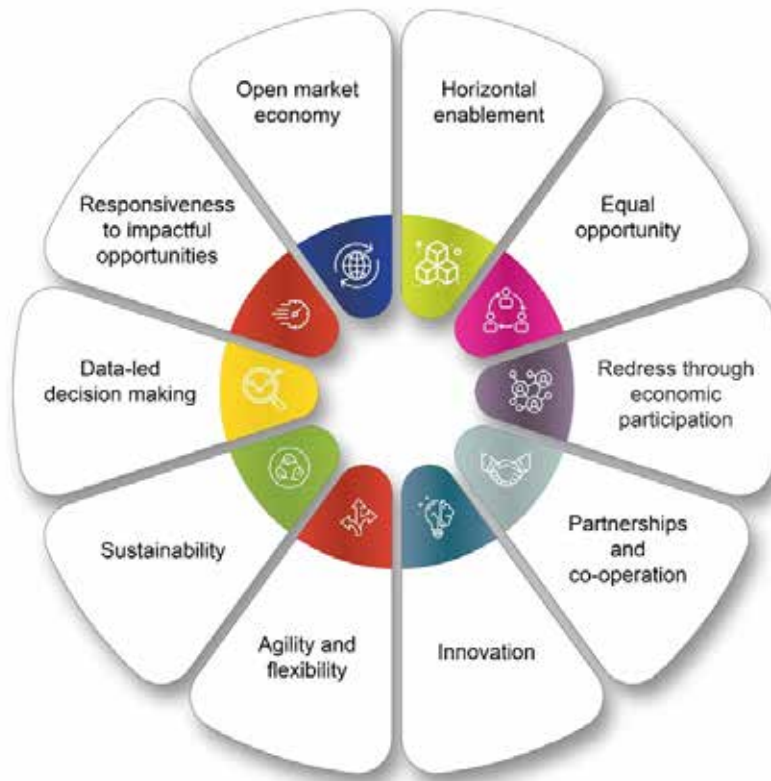
While the delivery of the G4J Strategy is not the work nor the responsibility of one single department, the Department of Economic Development and Tourism plays a critical role in the successful implementation of the Strategy. The Department is directly responsible for implementation and successful delivery of several overarching key priority areas and programmes, and, in other cases, the organisation is required to play a guiding or supportive role to other departments.

It is within this scope of these responsibilities, that the Department’s Five-year Strategy and Annual Performance Plan are directed by the Provincial Strategic Plan and the G4J Strategy.

3.8 Strategic Intent and Principles of the Growth for Jobs Strategy

The G4J Strategy’s primary set of principles governs the substantive content of the Strategy and is reflected in ten statements. These guiding principles will also function as decision-making pathways that inform the Department’s strategic and operational decisions because no strategy can provide a precise guide to every decision.

Figure 8: Principles of G4J



- **An open market economy.** An open market economy, rather than a developmental state, makes possible an open opportunity society for all. In embracing and supporting an open market economy, positive interventions aimed at improving competitiveness and productivity will be deployed to enable businesses to grow and create jobs.
- **Horizontal enablement.** Government is an enabler of the economy, creating a conducive, enabling environment supportive of private-sector growth and providing support in the realisation of private-sector-led opportunities that ultimately generate jobs.
- **Equality of opportunity.** A state that facilitates economic opportunity for citizens and expands choice and the independence of its residents without limiting individual freedom.
- **Redress through active economic participation.** Redress is achieved by pulling more people into the economy, stimulating competition, improving skills and productivity, raising investment, reducing poverty, increasing employment and broadening the tax base. Private-sector involvement includes entrepreneurs, small, medium and micro enterprises (SMMEs), and the informal and township economies.
- **Partnerships and co-operation.** Strategic partnerships and co-operation with other spheres of government and the private-sector increase the speed and scale of change.
- **Innovation.** Embracing new ideas and pushing the boundaries of the Western Cape’s constitutional mandate to enable private-sector-led economic growth and job creation in tourism, trade and industrial policy.

- **Agility and flexibility.** Government needs to be agile and responsive in pursuit of break-out growth. Support to identified opportunities and nascent industries needs to be time-bound with clear criteria for continued funding.
- **Sustainability.** Growth must be uncoupled from wasteful resource usage and fossil fuel dependency so that it can be sustainable over the long term and can meet present needs without further compromising the future. With our natural assets safeguarded, our economy and society will be shielded from the impacts of resource deterioration, climate change and other shocks, while our competitiveness and resilience will be enhanced.
- **Data-led decision-making.** Sound decision-making requires a data management and reporting capability that pulls together and utilises the excellent, if underutilised, data that the Province already has. Establishing strong and agile economic and spatial data, analytical capabilities and intelligence is imperative.
- **Responsiveness to impactful opportunities.** Government should be responsive to all private-sector-led opportunities while being selective about which support levers are deployed based on the extent of private-sector involvement and participation, and evidence of the potential of the opportunity.

4. Relevant Court Rulings

Where judgements are relevant to the Department's operations, legal advice is obtained, perused and implemented where necessary.







B

**Our
Strategic
Focus**

PART B: OUR STRATEGIC FOCUS

5. Vision

The Department's vision is for the Western Cape to achieve breakout economic growth, with an economy that is sustainable, resilient and diverse - generating confidence, hope, and opportunities to thrive.

6. Mission

To be an economic leader, influencer and contributor in driving economic growth for jobs, enabling businesses to thrive in the Western Cape.

7. Values

The core values of the Department are:

- **Caring:** To care for those, we serve and work with.
- **Competence:** The ability and capacity to do the job we are appointed to do.
- **Accountability:** We take responsibility.
- **Integrity:** To be honest and do the right thing.
- **Innovation:** To be open to new ideas and develop creative solutions to problems in resourceful ways.
- **Responsiveness:** To serve the needs of our citizens and employees.

8. Situational Analysis

8.1 External Environment Analysis

Global Outlook

The global economy is stabilising following several years of negative shocks. Global growth is projected to be 3.3% this year.⁶ Global headline inflation is expected to moderate at a slower pace than previously thought, forecast to decline to 4.2% in 2025 and to 3.5% in 2026. Central banks across economies are likely to remain cautious in easing monetary policy. As such, higher interest rates than before the COVID-19 pandemic are expected to remain for an extended period. Despite some improvement, the outlook remains subdued.

Risks to the global economic outlook are skewed slightly to the downside. The Trump presidency in the United States may carry various ramifications for the global economy and developing countries, including potential trade wars and the broader effects of increased U.S. inflation and interest rates.⁷ Escalating geopolitical tensions could lead to volatile commodity prices. The ongoing Israel-Palestine conflict exacerbates these geopolitical tensions. The price of Brent crude oil rose by 5% after the Israeli attack on Iran on 1 October 2024,⁸ however it subsequently declined.⁹ If the cost of Brent crude oil rises, so will expenses related to the production and the transportation of goods and services. This could have a knock-on effect, posing significant challenges to monetary policy, as central

⁶ *International Monetary Fund. January 2025. World Economic Outlook Update.*

⁷ *Bloomberg. November 2024. Trump's Day 1 Agenda: Tariffs, Immigration, Taxes, Deregulation.*

⁸ *Bloomberg. October 2024. Oil's War Premium Roars Back After Iranian Strike on Israel.*

⁹ *Trading Economics. 2024. Brent crude oil - Price Data..*

banks would have to balance controlling inflation while promoting economic growth. If these trends continue in the near future, there could be rising living costs, which would erode consumers' purchasing power, stifle investment and further worsen socio-economic disparities internationally.

In the context of elevated trade policy uncertainty, further trade fragmentation poses risks of additional disruptions to trade networks. Another risk is weaker-than-anticipated activity in key economies, such as China. As has become the norm, the threat of climate change and extreme weather-related events remains a significant risk. High debt and debt-servicing costs will require policymakers in emerging economies to balance large investment needs with fiscal sustainability. There is also the possibility of a United States recession due to the prolonged period of high interest rates maintained by the Federal Reserve. These global risks directly impact South Africa and the Western Cape through locally elevated inflation, a depreciating Rand, and higher interest rates. The mitigation of these risks would improve growth prospects.

National Outlook

The South African economy has been weak, with the economic growth projection for 2025 at 1.5%.⁶ From 2026 to 2030, Fitch/BMI forecasts the economy to grow by about 1.4% to 1.6% per annum. This is roughly half the average for emerging market economies. The economy struggles to grow under the weight of complex challenges, including logistical inefficiencies, weak local governance and high inequality.

On the upside, progress has been made in alleviating some of the economy's handicaps, namely energy, logistics, and there is cautious optimism about Transnet's turnaround plan. Operation Vulindlela has been bearing fruit. The new political dispensation, the Government of National Unity (GNU), has created a sense of positivity about progress being made in the medium term.

Inflation averaged at 4.4% in 2024,¹⁰ slightly below the Reserve Bank's target of 4.5%, signaling further rate cuts. This follows an extended period of high inflation globally. Lower interest rates will reduce pressure on consumers and assist consumption-driven economic growth.

Provincial Outlook

The Western Cape is expected to grow slightly faster than the rest of the country until 2027 when it is forecast to be growing at a rate of 2.5%.¹¹ Currently, the highest-valued sectors of the Province's economy are finance and business services, manufacturing, transport, storage and communication. The sectors that employ the most people are trade, catering and accommodation finance and other business services, and manufacturing. Data shows that six out of ten of the fastest-growing sectors in the Province are service sectors.¹²

As of 2023, the Western Cape's economy stood at R661bn in constant 2015 prices, reflecting an expansion of R13bn over the past five years (2019 - 2023).¹³ This growth was primarily driven by the finance sector, which includes professional business services, insurance, real estate and financial services. Growing at a compounded annualised rate of 2.0%, the sector contributed R15.2bn to the economy over the period, far outpacing all other industries. Its growth was three times the value of the agricultural sector, which was the second-largest contributor to provincial GDP growth. The Finance sector, which includes fast-growing industries of investment such as business processing and outsourcing, as well as aggressive innovators such as FinTech, digital banking, and InsurTech, is forecasted to grow by R23.3bn (or 2,7%) between 2024 and 2028. With the Western Cape positioning itself as a hub for financial innovation, the Province may see increasing adoption of AI-driven risk analytics, blockchain-enabled transaction

¹⁰ Bloomberg. January 2025. *South Africa Inflation Surprise Raises Prospects of Rate Cut.*

¹¹ S&P Global Market Intelligence. 2025. *GDP Growth Forecast.*

¹² *These are real estate activities, post and telecommunications, agri-processing, land and water transport, wholesale and commission trade and air transport. This is based on average Gross Value-Added growth for the period 2024-2027 forecast by S&P Global Market Intelligence. 2025.*

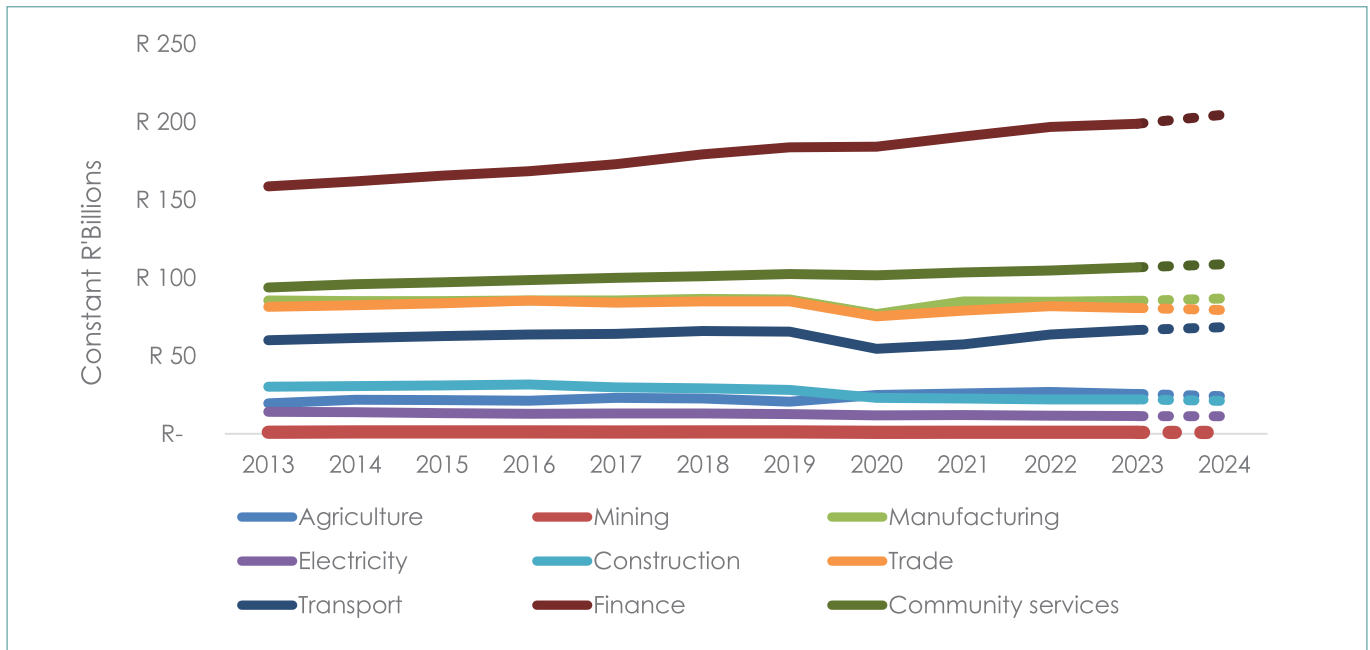
¹³ S&P Global Market Intelligence. 2025. *GDP Growth Forecast.*

platforms, and digital asset management solutions, which could further accelerate growth and attract investment into the sector.

Other sectors that positively contributed to economic expansion included the community services sector, which added R4.3bn over the 2019-2023 period, and encompasses government services, private health, education and other service and personal industries.

However, the period 2019 - 2023 was marked by sharp declines in certain industries, most notably the construction sector, which contracted by R6.4bn, and the trade sector, which shrank by R4.3bn. These contractions effectively erased much of the Province's GDP growth, underscoring vulnerabilities in these sectors.

Figure 9: Broad Sectoral GVA Trends for the Western Cape



Source: S&P Global Market Intelligence

The sharp decline in trade reflects the impact of high inflation and financial pressures, which have significantly constrained household spending, reducing demand for retail and wholesale goods. Economic uncertainty and rising costs have further weakened consumer confidence, leading to lower sales volumes and slower business activity. Similarly, the construction sector's contraction can be linked to low investment levels, driven by weak consumer demand, a sluggish economy, and tighter financing conditions. Load-shedding over the period, while leading to an increase in renewable energy investments, also dampened general investment appetite, leading to more apprehension in expansionary projects. The trade sector is forecast to grow by R9.2bn or 2.8% over the period, however, increasing tariffs globally may drive consumer prices up, increasing consumer pressures further.

Nonetheless, the performance of the finance sector signals its strong growth potential, making it an important driver of future expansion. Agriculture remains a key sector as well, though it is highly susceptible to extreme weather shocks, which present risks to its long-term stability. The community services sector, meanwhile, continues to play a crucial role as both a contributor to GDP and an essential service provider, further cementing its importance in the Province's economic trajectory.

The 2022 census results found that the Western Cape population totals 7 433 020 – representing 12% of the country. Between 2011 to 2022, the fastest growing province was the Western Cape at 27.7%, closely followed by Mpumalanga and then Gauteng at 27.3% and 23% respectively. At a municipal level, Overstrand grew by 64.9% over

the period 2011 to 2022 – the fastest-growing municipality since the last census. Mossel Bay (56.6%), Saldanha Bay (55.9%), and George (52.3%) followed suit. Witzenberg and Langeberg were the only two to shrink by 10.5% and 3.8%, respectively. Overall, the highest district population growth can be seen along the Garden Route, which has also been identified as a key growth district in the G4J strategy.

Positive census trends indicate that the Western Cape has the lowest percentage of unschooled individuals (2.3% of the total population) in South Africa and the highest percentage of individuals aged 20 years and older with post-school education at 17.6%. The Western Cape had the highest access to piped water within dwellings (85.5%) and experienced the fewest water-related interruptions. Western Cape additionally displayed the best refuse removal services, with 88.7% of residents reporting their refuse was picked up at least once a week, compared to the national average of 66%.

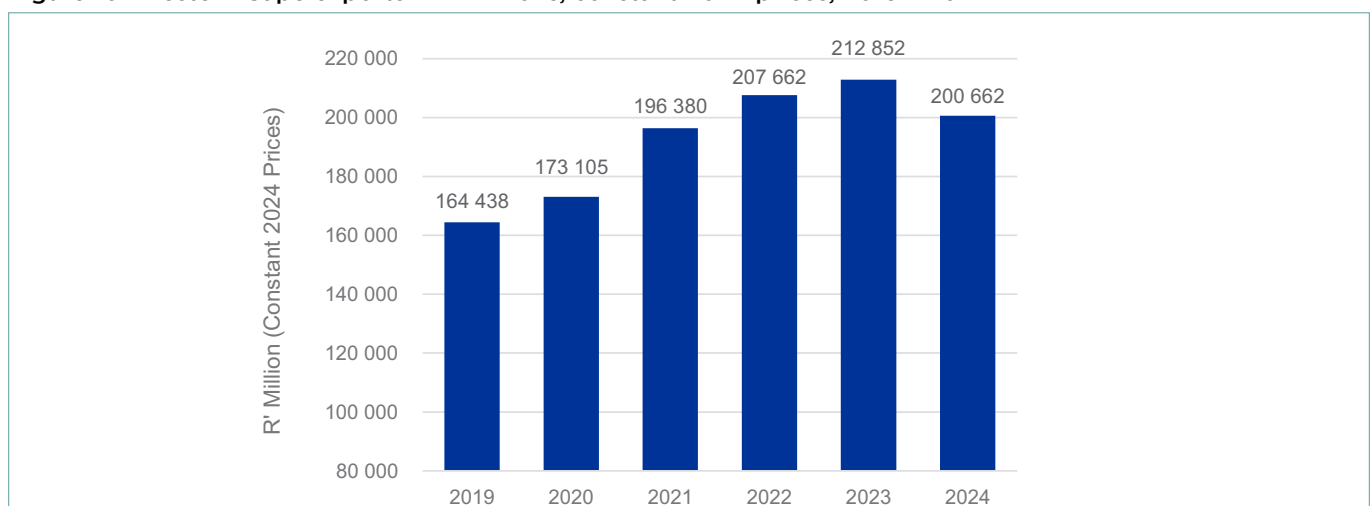
Challenging population trends highlight that 11% of households in the Western Cape remained in informal housing structures – despite the national average dropping to 8.1%. This may be a result of high migratory trends in the Province. The Province has the second-largest portion of homeless individuals in the country, sitting at 17.5% of the national total. However, the Western Cape has 6% of the country's homeless population in shelters, the largest number in the country. Cape Town has the third-largest homeless population of all South Africa's metropolises, accounting for 11.9% of the national total.

Figure 10 below illustrates the positive upward trend in the value of exports since 2020. Exports through the Province's ports were valued at R213 billion in 2023 (in constant 2024 prices), reflecting a 23% increase from the 2020 value of R173.1 billion. The World Trade Organisation (WTO) estimates 3% growth in the volume of global merchandise trade for 2025.

Notwithstanding this positive growth, exports declined in real terms between 2023 and 2024, mainly due to a sharp drop in bituminous coal and maize exports – products that are not traditionally produced in the Western Cape. This decline may be attributed to a temporary re-routing of exports from other provinces through Western Cape ports, rather than a genuine reduction in demand for the Province's own export products. As such, the trend is more indicative of national logistical port arrangements and shifting trade flows than a weakening of the Western Cape's export market.

This dynamic may also have partially contributed to the initial increase in export values, further highlighting the complexity of trade flows. While exports remain an important driver of economic activity, more research is required to fully understand the extent to which these fluctuations are linked to structural shifts in logistics rather than underlying market demand.

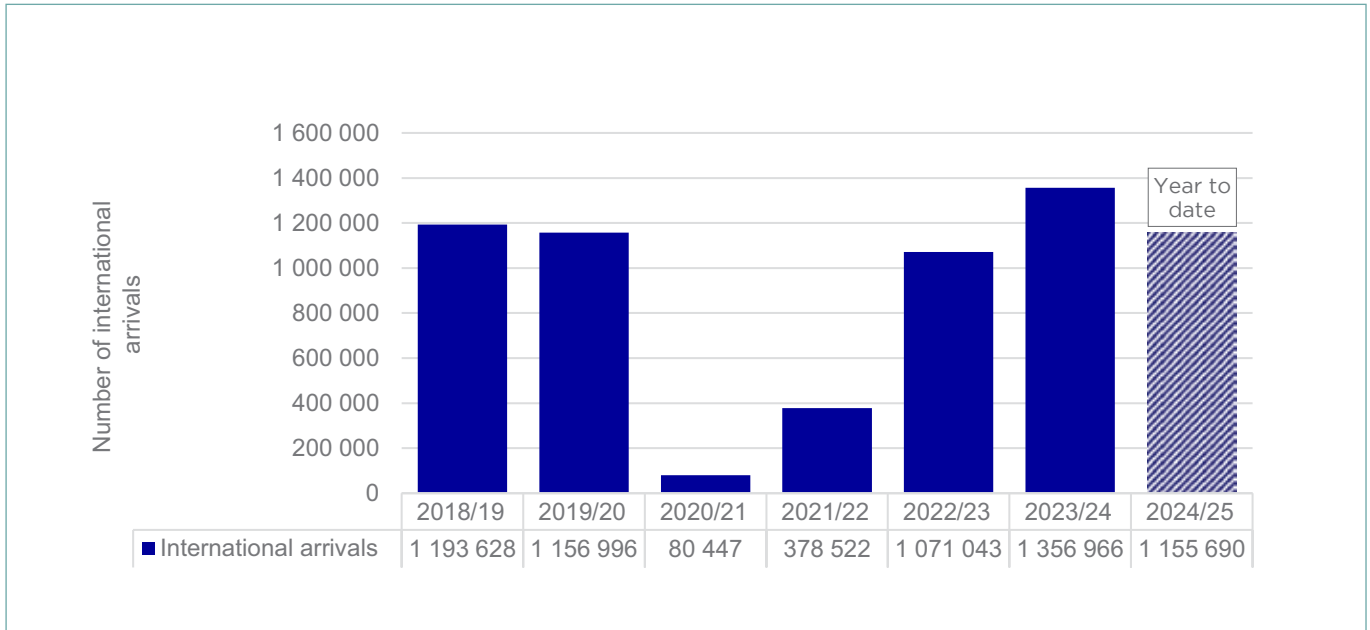
Figure 10: Western Cape exports in R millions, constant 2024 prices, 2019 – 2024



Source: Statistics South Africa, Quantec, 2024

The tourism sector has made strong progress since COVID-19, with international arrivals in the Western Cape recovering. As shown below, 2023 arrivals exceeded pre-pandemic levels. The 2024/25 financial year is ongoing, but arrivals are already 7% higher than the same point in 2023/24 (1 076 717). This upward trend is driven by new direct flights connecting Cape Town to key markets and a weaker rand, enhancing the province's competitiveness. Increased international visitors boost the local economy, benefiting hospitality and tourism sectors, which play a vital role in sustaining jobs and business growth.

Figure 11: International arrivals at Cape Town International Airport, financial year 2018/19 – 2024/25 (Year to Date)

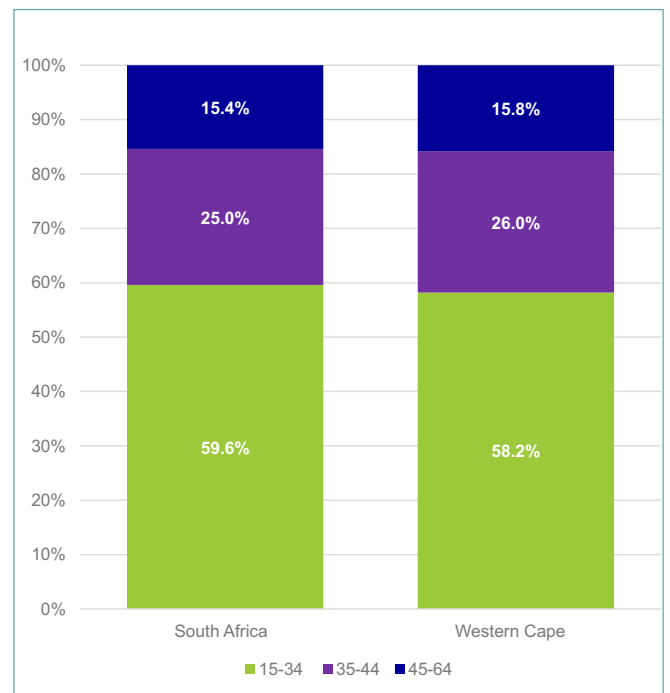


Source: Airports Company South Africa, 2024

The Quarterly Labour Force Survey for the past three years (2022Q1-2024Q4) has shown that the Western Cape maintained the country's lowest unemployment rate at 22.1%, as opposed to the national rate of 32.8%. The same is true for the expanded unemployment rate, which came in at 26.9% for the Province and 42.5% for the country. The Province also outperforms the country in other labour measurements. The labour absorption rate for the Province over the last three years has been 52.6%, while the national rate is only 39.9%. The gap between the labour force participation rates of the country and the Province has been less pronounced for the last three years averaging at 59.4% and 67.5%, respectively.

According to Figure 12, which references the QLFS (the three year period from 2021Q4 to 2024Q4), in the Western Cape, an estimated 58.2% of the recorded unemployed individuals are between 15-34 years old. Individuals aged 35-44 years old constitute 26.0% of the unemployed, while 15.8% of the unemployed are aged 45-64 years old. The figures for the national average are very similar.

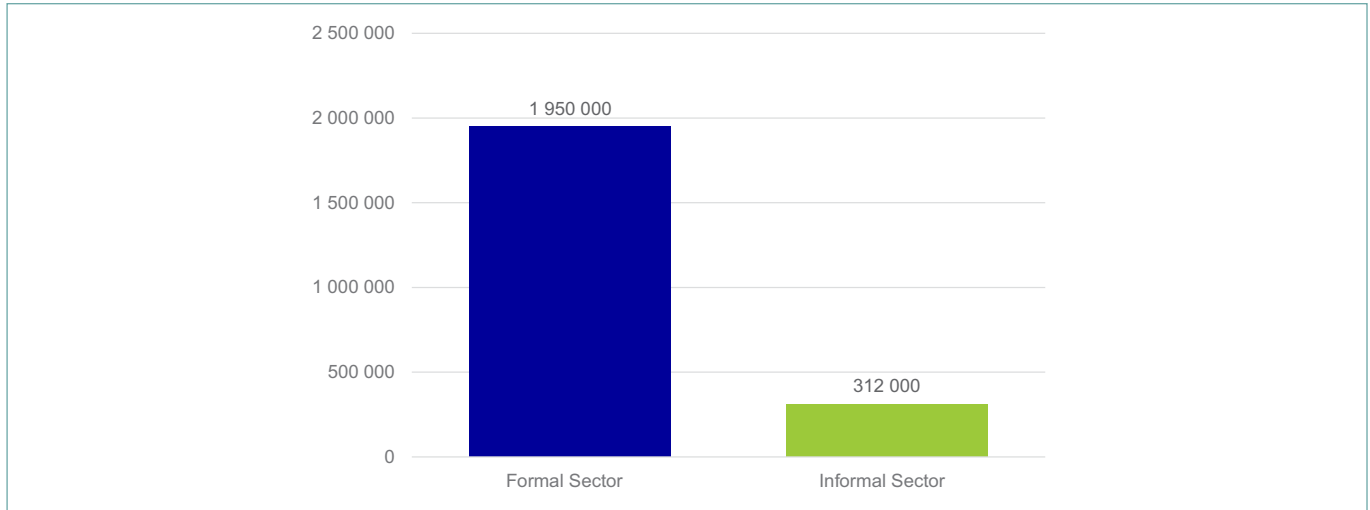
Figure 12: Age distribution (%) of Western Cape unemployed population, average from 2021Q4 to 2024Q4



Source: Statistics South Africa, Quantec, 2024

Over the 3-year period, there were 1 950 000 people employed on average within the formal sector and 312 000 in the informal sector.

Figure 13: Average employment by sector in the Western Cape (excluding agriculture and private households), 2022Q1 to 2024Q4



Source: QLFS 2022Q1 - 2024Q4, Stats SA

The Western Cape Government is seeking to optimise investment promotion activities to foster growth, facilitate greater resilience, and seize new opportunities. In 2023, The Western Cape's Gross Fixed Capital Formation (GFCF) growth rate was positive and grew to 3.5% from -3.0% in 2019 (Figure 14).

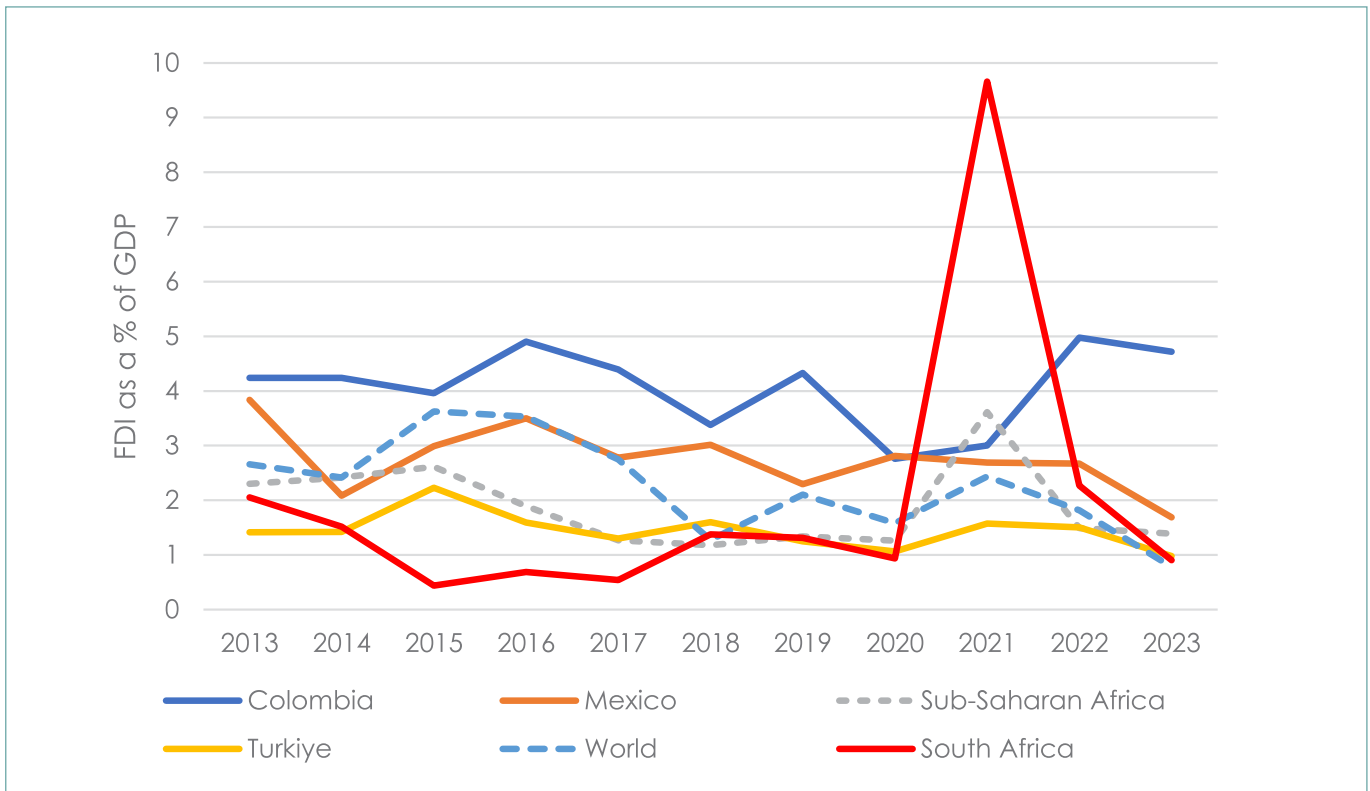
Figure 14: Western Cape Gross Fixed Capital Formation (2018-2023), in constant prices



Source: Statistics South Africa, Quantec, 2024

As Figure 15 shows, South Africa has underperformed compared to its peers, highlighting opportunities to boost investment and remove barriers; except in 2021, when Prosus NV's \$39bn acquisition of a 45% stake in Naspers Ltd. temporarily inflated FDI figures with no significant job numbers or physical investments reported. The National Development Plan (NDP) targets 20% private sector investment, as measured by gross fixed capital formation (GFCF) to GDP ratio. Similar to the national GFCF trend, the Western Cape's trend remains markedly lower than the ratios observed for benchmark economies.

Figure 15: Foreign direct investment (FDI) net inflows of South Africa compared to peers as a % of GDP 2013-2023



Source: World Bank, 2025

Megatrends

There are certain megatrends that will shape the economy of the country and the Province, influencing various sectors and industries in profound ways. These large-scale forces, such as technological advancements, demographic shifts, and environmental changes, will drive economic growth, create new job opportunities, and redefine the landscape of business. For instance, the rise of digitalisation and automation may transform traditional industries, while a mobile population could impact how cities evolve. Additionally, the growing focus on sustainability and renewable energy sources will likely push governments and corporations to invest in greener initiatives. These megatrends are expected to, not only transform the national economy, but, also have significant implications for regional economies.

Urbanisation and Migration

Currently, two-thirds of South Africa’s population resides in urban areas, primarily in a handful of large cities. By 2035, this is projected to be 74% of the population. Urbanisation is creating significant opportunities for social and economic development and more sustainable living, but it is also exerting pressure on infrastructure and resources, particularly energy. Technology provides possibilities for building smart cities. A greater concentration of skills, capital, and labour attracts business and creates opportunities where infrastructure investment aids this. As growth attracts and accelerates further growth, the gap between large centres and smaller sized areas widens.

Climate Change

Global temperatures are expected to increase by 1.5°C over pre-industrial levels by 2030, triggering more frequent and severe climate hazards and increasing water scarcity and land degradation. The transition to a more sustainable way of life requires reconfiguring almost everything we do – how we move around, feed ourselves, build, produce, and power things. Businesses may not survive unless they fundamentally rethink their operations, restructure their processes, and actively manage their ecosystems. This reconfiguration of life and economies comes with significant costs and requires unprecedented levels of multilateral co-operation. Resource scarcity increases costs and can drive migration patterns.

Technology Acceleration

Technological expansion encompasses the proliferation and advancement of digital tools, systems and infrastructure that facilitate communication, information sharing, automation and efficiency improvements. New technologies include artificial intelligence (AI), Internet of Things (IoT), cloud computing, and biotechnology. Technology is pivotal in driving economic growth, societal development and innovation. Job disruption and transition require reskilling and upskilling, with certain occupations more at risk. Public and private-sectors in developing countries have opportunities to leapfrog technologies and tap into emerging markets.

Geopolitical Uncertainty, Trade Protectionism, and Shifting Global Priorities

Evolving trade policies, protectionist measures, and geopolitical tensions are reshaping global trade and investment flows, creating new uncertainties for economies dependent on international markets. Policies such as tariff adjustments, reshoring of industries, and shifting market access conditions are disrupting supply-chains and challenging export-driven growth. To navigate these changes, economies must broaden their trade and investment partnerships to enhance resilience and reduce reliance on any single market. Small, open economies such as South Africa need a multipolar approach and should pro-actively renegotiate key agreements on terms that reflect the evolving global landscape. Strengthening economic adaptability also requires active lobbying, as much of the responsibility for managing these shifts rests with national governments.

Stemming from this economic context, it is clear that investment, exports, energy resilience, water resilience, technology and innovation, infrastructure as well as creating economic opportunities are fundamental drivers of economic growth.

1. **Driving growth opportunities through investment:** In a global environment where economic growth is projected to remain subdued, sustained investment is essential for stimulating activity, creating jobs, and driving innovation. Both public and private investment foster long-term economic stability, particularly in infrastructure, which is key to improving efficiency and resilience, especially in countries like South Africa, where economic growth is constrained by logistical inefficiencies.
2. **Stimulating market growth through exports and domestic markets:** As the global economy stabilises and trade continues to grow, export performance becomes critical for regions like the Western Cape for achieving break-out economic growth. Exports allow producers to diversify their customer base and increase sales, making economies of scale possible, which collectively help to raise productivity.
3. **Energy resilience and transition to net zero carbon:** Improved energy resilience, is crucial for sustainable growth. Since load-shedding commenced in 2007, the Western Cape has cumulatively lost about R48.6 - R61.2 billion in real GDP. In 2021, it reduced real GDP growth by 3% in 2021, resulting in 350 000 job losses (PWC, 2023) (Van Zyl, 2024). By addressing load-shedding and ensuring that resources are managed efficiently and sustainably, the Western Cape economy will become less vulnerable to external shocks like climate change or resource depletion. This approach also enables export businesses to mitigate the risks of carbon border adjustment (CBA) mechanisms. The increased resilience allows industries to operate smoothly and ensures the long-term stability of supply-chains and exports, which applies to managing water and climate change as well.
4. **Water security and Resilience:** As climate change and extreme weather events increase, resource resilience is essential to economic stability. Economies must invest in sustainable technologies and infrastructure to mitigate risks related to water and energy shortages. This is especially relevant in regions like South Africa, where water scarcity poses a significant challenge to long-term growth.
5. **Technology and Innovation:** Technological advances, such as artificial intelligence (AI), cloud computing, and biotechnology, drive productivity and economic expansion by improving efficiencies and creating new markets. In the global context of decelerating inflation and slow growth, technological innovation becomes a lever for economies to outperform peers and mitigate structural challenges like unemployment and inequality, particularly in developing countries.

6. **Infrastructure:** Investment in infrastructure, particularly in urbanising regions, provides the foundation for sustainable economic growth. Efficient transport, energy, and communication systems allow businesses to operate more effectively and connect with global markets, which is particularly important for emerging economies facing logistical challenges.
7. **Improved access to economic opportunities and employability:** In an era of rapid technological transformation, a skilled workforce is essential to harnessing the benefits of innovation. The Western Cape’s strong post-school education rates, with 23.9% of the labour force possessing post-school education (Stats SA QLFS 2023 Q2) indicates the importance of developing a highly skilled labour force to support growth in key industries like finance and manufacturing. Additionally, entrepreneurship is a key driver of innovation and job creation. In the face of subdued global growth and high unemployment, fostering entrepreneurship can stimulate economic diversification, create new industries, and spur local and national growth. Initiatives like South Africa’s Operation Vulindlela are critical to removing barriers for entrepreneurs and unlocking growth opportunities.

These elements combined are crucial for positioning economies to recover from global shocks, address structural challenges, and sustain long-term growth.

8.2 Internal Environment Analysis

The G4J Strategy vision for the Province’s economy is “an economy that achieves break-out economic growth to drive sufficient employment and opportunity for its citizens. This economy is sustainable, resilient, diverse and thriving – generating confidence, hope and prosperity for all”. It is an all-of-government, all-of-society strategy underpinned by the core principles of partnerships and co-operation, innovation, agility and flexibility, sustainability, data-led decision-making and responsiveness to impactful opportunities, and whose success requires the energy, commitment and allocation of resources from across government, the private-sector, and civil society.

Transitioning into an Agile, Responsive Department

Articulating a bold vision for the Province, the G4J Strategy and Provincial Strategic Plan provide clear direction for achieving the overall goal through the identification of the Priority Focus Areas, each with its set of themes and interventions. A considerable proportion of the G4J delivery is expected to emanate from the Department and consequently, the organisation needs to make sure that it has a fit-for-purpose structure that is responsive, capable and capacitated.

The fit-for-purpose structure will enable and accelerate the delivery of not just the G4J interventions, but also the Department’s legislative and governance responsibilities. Consequently, the Department, in conjunction with the Corporate Services Centre’s Chief Directorate: Organisational Development, has embarked on a review of the organisational structure. This functional structure will shape the development of an appropriate Service Delivery Model that will, amidst severe austerity measures, facilitate the implementation of the G4J Strategy and its accompanying Implementation Plan. The aim is to create an internal environment that will foster more efficient, effective, and collaborative ways of working, assisting employees to be more adaptive and productive. In compliance with budget austerity measures, the Human Resource Committee will continue to ensure that all positions crucial for service delivery, especially those linked to the G4J Strategy, are filled. This will include a dedicated effort to promptly fill critical positions without delay.

The Department’s Workforce Plan 2021–2026 will continue to serve as a platform for optimising the organisation’s human capital to ensure agility and integrated service delivery. Within the next five years, the Department will review its current Workforce Plan aiming to adopt and enhance methodologies and practices that will strengthen organisational capacity, implement core values - and competency-based recruitment practices, and provide the necessary support to staff to transition to the new ways of working required by the G4J Strategy.

With the conclusion of the Skills Gap Analysis conducted for SMS members and Middle Managers (salary level 9 to 12), and with the individual reports provided to each employee, the gaps and areas for improvement identified will inform future training needs, reskilling and upskilling requirements, as well as help shape overall Employee Growth Development Plans. This will allow training needs to be adapted to enable a future-fit workforce that ensures optimal service delivery within priority areas aligned with the G4J Strategy. The 2025/26 financial year will focus on rolling out this Skills Gap Analysis to salary level 7 to 8 employees.

Furthermore, to enhance efficiencies for the delivery of functions, the Department will continue to implement and prioritise a strategic initiative called “Digital DEDAT”, which aims to bring about improved functional and ICT system-related efficiencies within DEDAT to improve reach, impact and effectiveness of DEDATs internal programmes through increased productivity stemming principally from the adoption of digital technology. The initiative follows an in-depth review of the Department’s processes which concluded four “pain points” around the need for documentation management and automation, project reporting, stakeholder management, and communications. While some of these elements have progressed, this will include the development of an ICT Operational Plan in consultation with Ce-I to ensure that the ICT needs of the Department linked to key programmes and projects have either been enhanced or new system developments have been adequately addressed to ensure optimal service delivery.

The Department will engage the services of professionals including Business and Data Analysts to identify detailed requirements, co-ordinate with the Centre for e-Innovation and drive the change process. Activities include the formulation of the business requirement specifications, consideration of the organisational changes, solution recommendations and early development and integration in the DEDAT environment. Efforts will be made to manage the transition from analogue processes to digital processes, ensuring that appropriate staff training is made available. Change management is integral to the above and will be included in the Department’s culture journey. The Department continues to strive towards building a workplace culture that is inclusive of the rights of women, youth and people with disabilities, that is free of harassment and free of discrimination. Interventions are rolled out on a continuous basis to raise awareness amongst staff about human rights, including topics such as harassment, disability and gender inequality gaps.

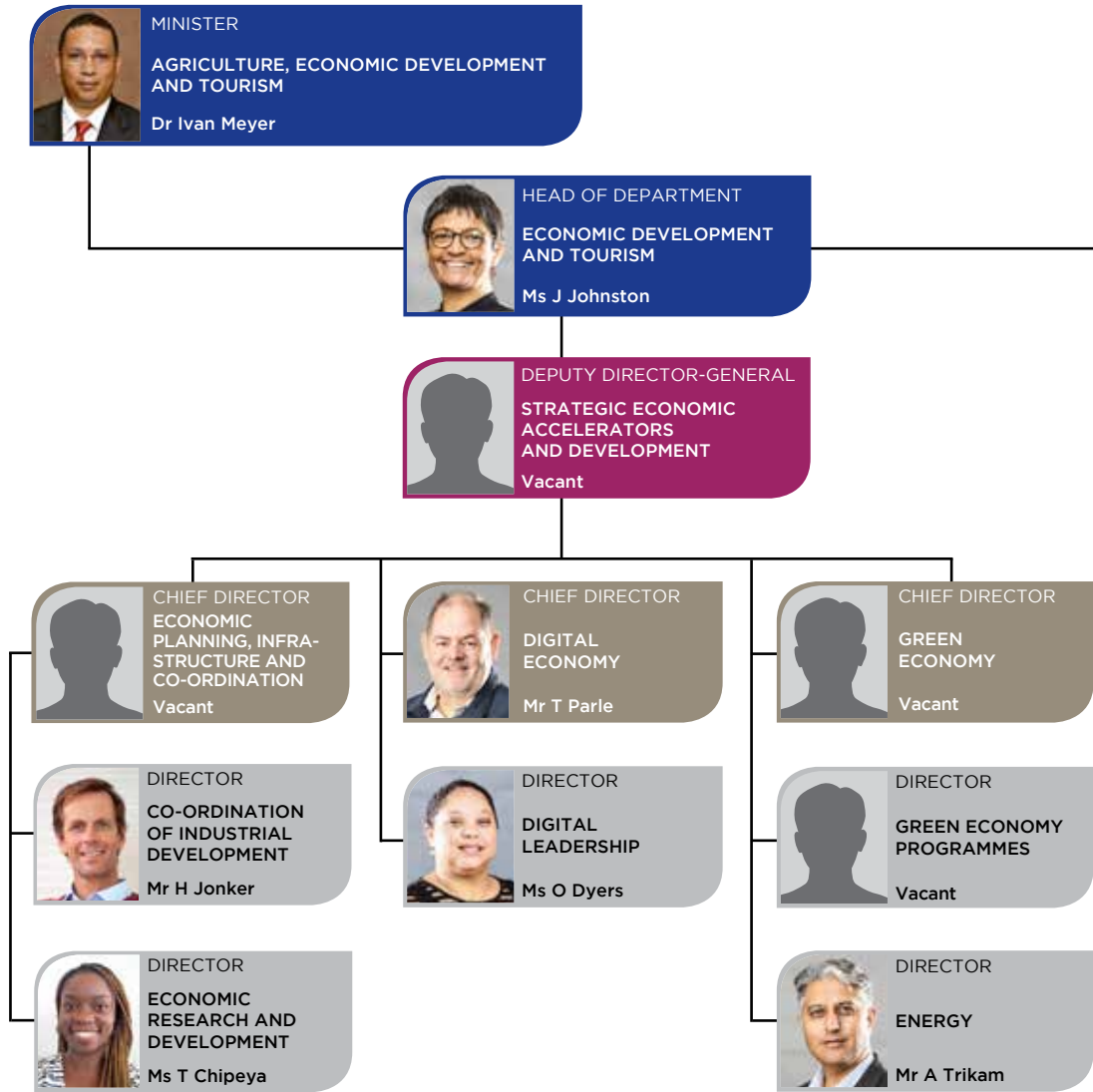
The Department will continue to participate in the Western Cape Government’s Human Rights Mainstreaming Forum initiatives, which include reporting on the Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework (GRPBMEAF) and the capacitation of staff in gender mainstreaming.

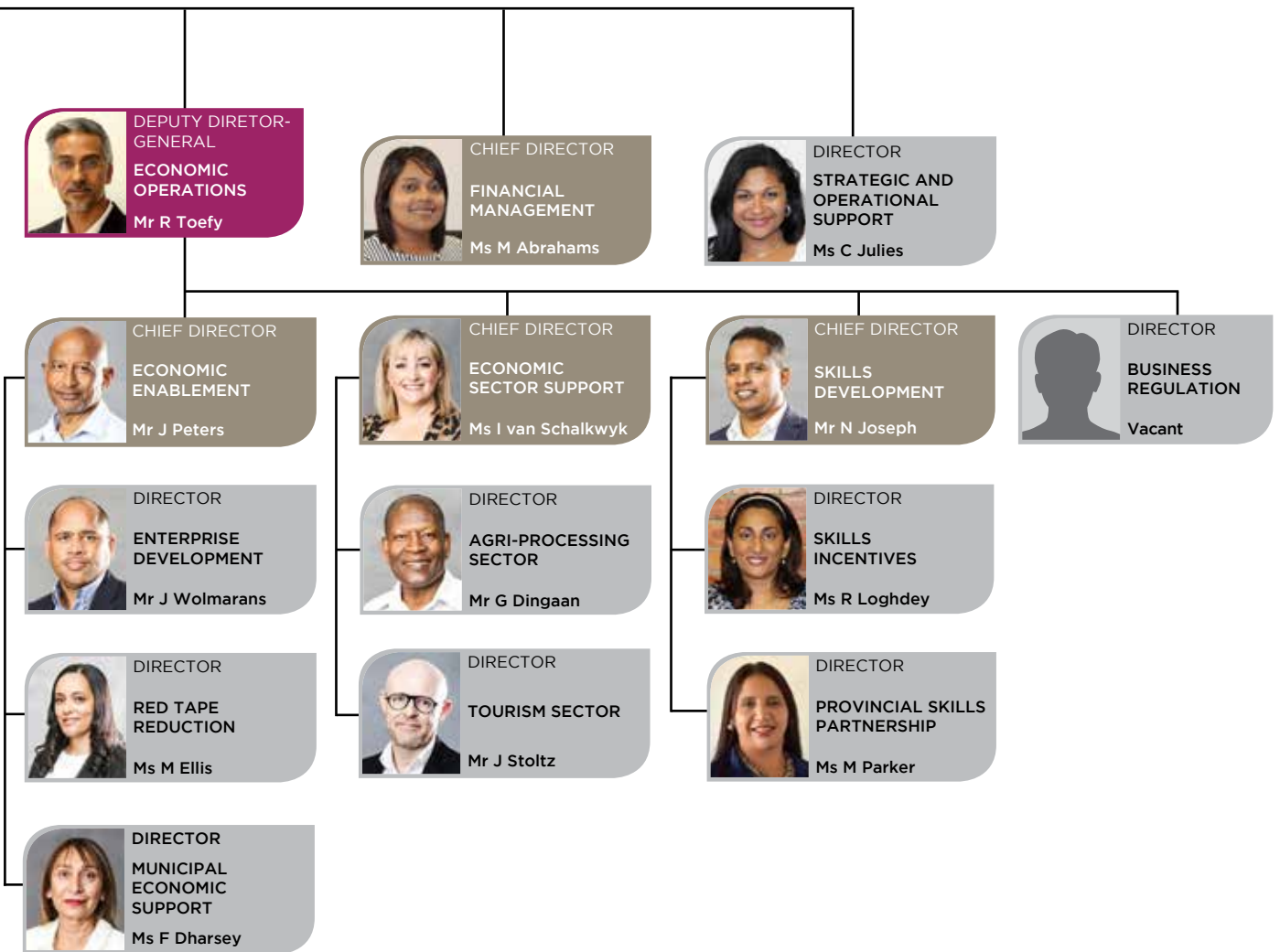
In terms of addressing transformation, the Department has an active Employment Equity Forum which aims to address, *inter alia*, barriers to achieving equitable representativity within the Department. In addition, the implementation of employment equity measures is closely monitored during all recruitment processes. The Department is in the process of reviewing the current Employment Equity Plan (2020 – 2025) and engaging in additional measures to put in place in order to address areas where limited progress has been identified.

To ensure that the working environment is safe and conducive for all employees, the Department has a dedicated Occupational Health and Safety Committee, which consists of trained and competent OHS representatives. To ensure that the Department mitigates all potential risks, the OHS Contingency Plan is under review, in alignment with the Department’s Business Continuity Plan. In the 2025/26 financial year, the Department, in conjunction with the Department of Infrastructure, will pursue the quest for alternative accommodation that will address the Hazard Identification and Risk Assessment for the Department. This assessment is conducted every two years and monitored on an annual basis.

Organisational Structure

Figure 16: Department Organogram







C

Measuring our Performance



PART C: MEASURING OUR PERFORMANCE

9. Institutional Performance Information

9.1 Measuring the Impact

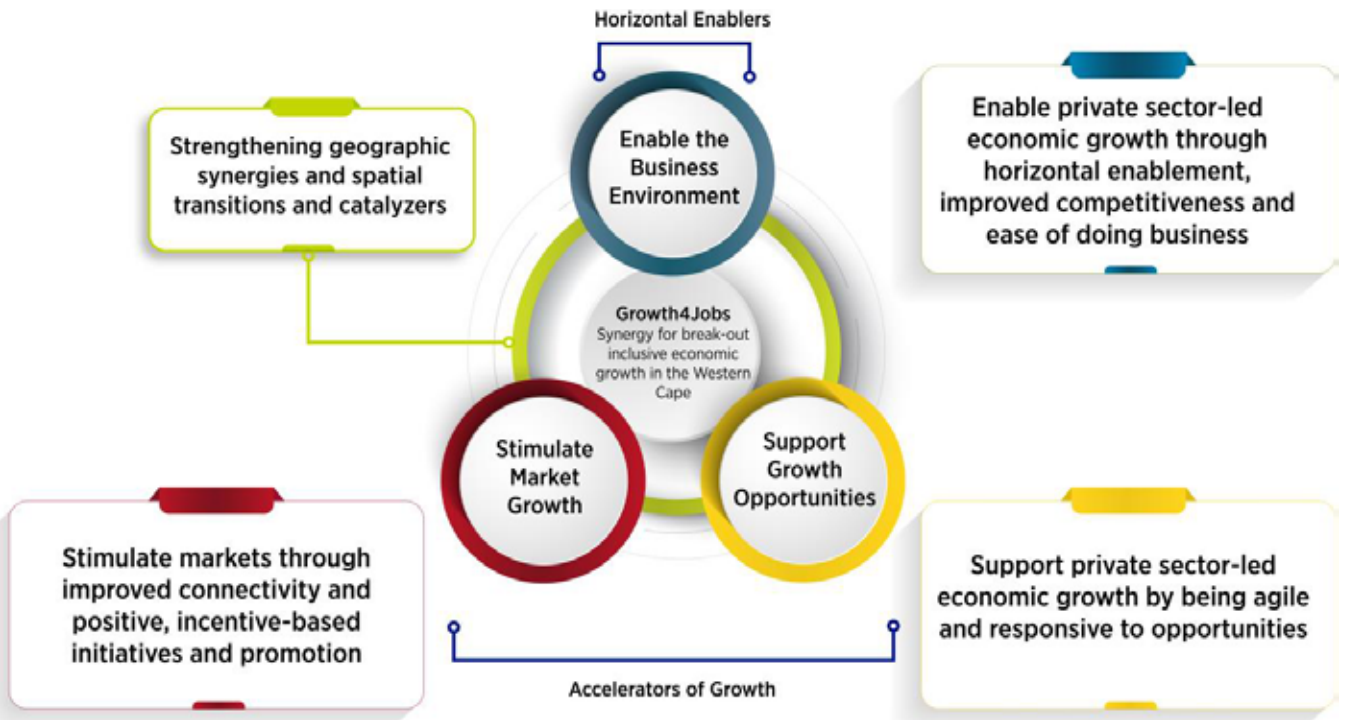
Impact Statement

A growing economy that is more sustainable, resilient and diverse

Strategic Priorities of the Department

An economy is a complex set of interacting elements, and, for this reason, synergies between individual components require and re-inforce an enabling business environment that stimulates market growth and supports growth opportunities.

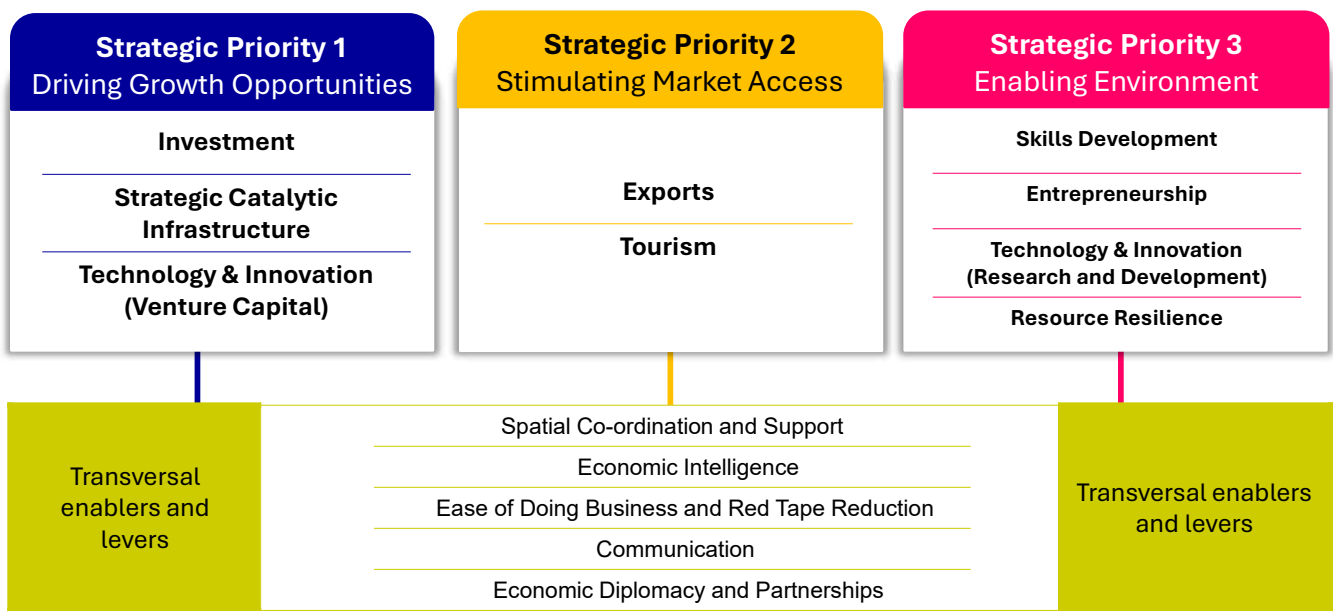
Figure 17: Strategic Priorities of the Growth for Jobs Strategy and the Department



Growth for Jobs Overarching Goal: By 2035, the Western Cape will be a R1-trillion inclusive economy in real terms and growing at 5% per annum.

Everything contained in the G4J, including the focus areas, enabling levers and tools, and transversal themes, are focused on these three fundamentals, interlocking strategic priorities. The Departmental five-year strategy therefore takes its primary direction from these strategic pillars and has accordingly aligned its important priorities, as identified by the G4J Strategy, within these core priorities.

Figure 18: Strategic Priorities of the Department



Strategic Priority 1: Driving growth opportunities

Investment, strategic catalytic infrastructure, and technology and innovation (venture capital) are key drivers of growth opportunities in an economy.

The accumulation of fixed capital raises productive capacity, increases productivity and raises business confidence. In addition, the resultant increased economic output leads to GDP growth, increases opportunities for raising the number and quality of jobs, and diversifies the economy, making it more resilient to current and future shocks. Capital investment is typically financed through household and corporate savings, general government savings and inward capital flows. Without foreign direct investment (FDI), economies are entirely dependent on domestic savings to fund capital formation, which effectively imposes a hard limit on long-term economic growth and job creation.

Direct investment by foreign companies plays an important role in facilitating skills and technology transfers from offshore to onshore. Attracting FDI integrates a country’s economy to global value-chains and facilitates economic upgrading, bringing increased exports, supply-chain spillovers, new technologies and innovative business practices. Attracting FDI is often seen as a critical component of growth plans, given the linkages to globally competitive environments.

Similarly, domestic direct investment can be stimulated through harnessing growth opportunities within the Western Cape and by helping businesses outside of the Western Cape expand into the Province. To support domestic firms located within the Western Cape, as well as attract trans-provincial investment from across the country, the Western Cape must compete based on the competitiveness of its business environment and unique characteristics of its growth opportunities. In this, levels of domestic and foreign investment depend on local conditions, especially the availability of skills, the quality and cost of the factors of production, the strength of the economic eco-systems and the quality of governance. Thus, increased investments, whether domestic or foreign, provide capital to key sectors, allowing businesses to expand, innovate, and create jobs.

It is also recognised that investment and growth opportunities will arise from resolving some of the key binding constraints. In the pursuit of overcoming the impact of climate change and improving resource resilience, the Province can also attract investment into the renewable energy sector. Similarly, creating a more enabling environment for technology-intensive growth is likely to attract more venture capital. Efforts to improve our competitiveness

through infrastructure will generate investment into fixed capital. Collectively, increasing investment, improving technology and innovation and expanding strategic catalytic infrastructure, create a strong foundation for driving economic growth opportunities.

Economic infrastructure, such as efficient transportation networks, reliable energy supplies, and advanced communication systems play a crucial role in reducing the cost of doing business, attracting further investment, and enabling the smooth flow of goods and services. Developed, reliable infrastructure lays the foundation for a well-functioning, competitive economy and enables the well-being of citizens. Economic growth requires economic infrastructure, such as roads and electrical substations, which support productive activities, and social infrastructure and enable the functionality of communities. Infrastructure is a crucial foundation for economic growth. Research shows that a 10% increase in infrastructure assets increases GDP per capita by 0.7%–1.0%.¹⁴ There is a key competitive advantage to be gained if the Province can facilitate and stimulate the provision of more cost-effective, reliable and efficient infrastructure required by business to grow and expand.

In developed economies, Gross Fixed Capital Formation (GFCF) typically accounts for 20-25% of GDP. Developing countries require higher levels to support higher rates of growth. For example, during their rapid growth phases, East Asian economies had GFCF levels often exceeding 30% of GDP. In 2022, the figure for South Africa was 13.7%. The National Development Plan 2030 targets 30% by 2030.¹⁵ The National Infrastructure Plan 2050 (NIP 2050) envisages infrastructure as an enabler for investment by providing physical and digital infrastructure. To this end, the National Medium-Term Expenditure Framework (MTEF) projects a significant increase in public-sector infrastructure budgets between 2023 and 2027 (+54% for transport, +53% for water and sanitation, and +37% for energy). Provincial infrastructure spending over the 2024 MTEF is R30.13bn (2024/25 to 2026/27), delivered by provincial departments and local government (Overview of Provincial and Municipal Infrastructure Investment, 2024). While infrastructure investment in the Province tends to, by large, be driven by national institutions and entities, there is a role for the Province to play, not only in terms of network infrastructure, but also in respect of specific economic development infrastructure required to unlock targeted growth opportunities.

Venture Capital is a unique type of investment which involves identifying high-growth potential firms, bringing these firms to market and developing scale. Venture Capital is widely recognised as a key driver of innovation and new company formation. By providing early-stage funding and guidance, venture investors facilitate the conversion of ideas into new technologies, markets and industries, and can help transform mature industries into new growth opportunities. Increased venture capital flows show an increase in economic activity, leading to more companies with more products and services, and hence to an increase in revenues, spending, taxation and jobs. Not only will Venture Capital contribute towards the economy and the targets for the G4J strategy, but research has shown that the spillover effects on the economy and society of R&D-related investment is approximately three times higher than the private return.¹⁶

Strategic Priority 2: Stimulating market access

Exports and **tourism** are key drivers in stimulating market access by expanding opportunities for local businesses and enhancing economic growth.

Increased exports enable businesses to tap into international markets, allowing them to diversify revenue sources and strengthen their competitiveness. This growth in exports contributes to a favourable balance of trade, bringing in foreign currency and creating jobs across multiple industries.

14 Cesar Calderon, Enrique Moral-Benito and Luis Servén. 2016. *Is Infrastructure Capital Productive? A Dynamic Heterogeneous Approach.*

15 National Planning Commission. 2023.

16 Copenhagen Economics. 2019. *The Role of Venture Capital for Economic Growth in the Nordic Region.*

Expanding exports of products and services (including international tourism) and enabling access to global markets (larger and faster-growing than that of South Africa) are key to enabling break-out economic growth for the Western Cape economy. Exports create opportunities for domestic producers to expand and diversify their customer bases and products and to grow their businesses. Increasing exports from the Western Cape has a positive multiplier effect on economic output and gross domestic product (GDP), as it bolsters demand for products and services, enabling the region to overcome extrinsic factors at the national level that might hold back domestic demand. Successful growth strategies in developing countries, such as South Korea, have included prioritising the development of local production through 'export-led' approaches.

Exporting allows a country to diversify its production across new products and additional markets, achieve economies of scale and therefore improve productivity and competitiveness, raising overall trade and protecting the country from potential shocks. However, the value of exports has not been increasing as desired. Export volumes are below the 2017 peak and constrained by port performance and other logistical infrastructure. Exporters in the Western Cape are confronted by multiple constraints, and more must be done to extend existing exports into new markets and to expand the province's export base.

In order to grow exports, it is important to exploit opportunities in different markets. This is possible given that the Western Cape has a strong domestic market capability, is a leading global export region in a diversified basket of goods and services and a sought-after tourism destination, known for its quality, reliability and cost-effective goods and service offerings. The domestic market nonetheless remains crucial. High domestic consumption offers prospects for additional growth, resilience and job creation, particularly if local suppliers can out-compete importers.

The tradeable services industries play a pivotal role in international commerce but there is less awareness about its prospects. Services trade encompasses the cross-border exchange of intangible services activities and covers a broad spectrum of diverse economic activities, such as transport, finance, education, telecommunications, and healthcare. Technical advancements that allow service providers to reach customers in other countries have led to the expansion of this sector. The Western Cape is particularly well poised to take advantage of this with its mature services sector and, indeed, it has made headway in this regard.

Similarly, tourism stimulates various sectors such as hospitality, retail, and transportation by generating direct spending on local goods and services. As tourism grows, it spurs investments in infrastructure and job creation while promoting cultural exchange, which can attract international attention to local businesses and products, ultimately boosting exports. Both exports and tourism play a crucial role in opening new market avenues and fostering sustainable economic development.

Tourism creates jobs, strengthens the local economy, contributes to local infrastructure development and can help to conserve the natural environment and cultural assets and traditions, and reduce poverty and inequality. In terms of the national context, before COVID-19, South African tourism enjoyed a positive trade balance for most of the past two decades (Stats SA, 2023). At the same time, the latest National Tourism Satellite Account (Stats SA, 2024) has shown that the value of domestic tourism has been underestimated for much of the previous decade. In 2019, tourism's direct contribution to GDP was 3,7% (Stats SA, 2021) and in 2022 it was 3.5%. The country lags behind the OECD country average of 4.4% direct contribution (OECD, 2020). The tourism sector directly employed 4,7% of the South African workforce in 2019 (Stats SA, 2021), compared to the OECD country average of 6.8% of total direct employment.

From a provincial context, it is estimated that tourism contributed R29.2 billion to provincial GVA in 2019 and accounted for nearly 269 000 direct jobs.¹⁷ In 2020, 50% of GVA contribution was lost due to COVID-19. Since the beginning of 2021, recovery has been consistent. For 2023, GVA was estimated at R 28.6 billion and employment at

17 DEDAT calculations.

257 000. Although this is just below 2019 levels of GVA and employment, it indicates a solid post Covid pandemic recovery. Overall, air arrivals in the province are exceeding pre-pandemic levels. Although domestic arrivals are only at 86% of pre-pandemic levels as of April 2024 (Wesgro, 2024),¹⁸ the 2023/24 peak summer period hotel occupancies were exceeding 2019/2020 levels. Cruise tourism has similarly recovered well, contributing R1.32bn to the province’s GDP during the 2023/24 season (Wesgro, 2024).¹⁹

Tourism is part of exports and enhancing the competitiveness of service-based exports may require different enablers, including strengthened skills capabilities and access to cost-effective high-speed broadband. Service industries represent a large component of domestic demand and offer substantial growth prospects in a post-Covid world. In this respect, the Western Cape can capitalise on its brand as the leading location for tech start-ups, asset management, retail headquarters, cultural and creative industries and, to a lesser extent, for banking and insurance.

Strategic Priority 3: Enabling environment for economic growth

Resource resilience, technology and innovation (research and development), economic benefits and access to economic opportunities and employability form vital foundations for creating an enabling environment for economic growth.

Efficient management of key resources like water and energy strengthens resource resilience, making economies less vulnerable to external shocks such as climate change or resource depletion and play an important role in creating an enabling environment for economic growth. Resource resilience ensures smooth industrial operations and long-term supply chain stability. Loadshedding has had a devastating effect on economic activity through decreased productivity, increased operational costs for firms, and decreased consumer confidence, among other things. Energy issues are a primary constraint to achieving economic growth and job creation. Since load shedding commenced in 2007, the Western Cape has cumulatively lost about R48.6 - R61.2 billion in real GDP. In 2021, it reduced real GDP growth by 3%, resulting in 400 000 job losses (Council for Scientific and Industrial Research (CSIR) and PWC).²⁰

While 2024 has seen an extended pause in load shedding, the electricity system is still highly vulnerable. South Africa is one of the world’s most carbon-intensive economies, with dire implications for the climate and the health of the region’s environment and communities. The growing dominance of carbon border adjustment (CBA) mechanisms - which would increase the price of imports from carbon-intensive countries - is projected to reduce the region’s competitiveness and negatively impact export growth. The Western Cape has made commitments to reducing Green House Gas (GHG) emissions and must play within global rules. Over time, carbon pricing initiatives will drive an overall reduction in emissions and decarbonisation of economic sectors and society at large. In response to increasing pressure from multinationals and businesses in their supply chains to move towards carbon neutrality, investment attraction to the Western Cape will increasingly rely on the ability to support carbon neutrality.

Significant regulatory and policy changes at a national level have occurred, enabling changes in the power sector to support diversified and decentralised energy resources (i.e. away from Eskom’s monopoly). Municipal financial sustainability relies heavily on electricity sales, so changes in the energy landscape involving decentralised and diversified energy sources and ownership will impact municipal revenue. While there is significant financing available from global and domestic Development Financial Institutions (DFIs) and the financial sector, there is a gap in the pipeline of and capacity to run bankable projects.

18 Wesgro. 2024. *Tourism Research Overview April 2024.*

19 Wesgro. 2024. *Cruise Industry Powers Western Cape Economy with R1.32 billion Boost for 2023-24 Season.*

20 PWC. 2023. *Navigating the regulatory aspects of an Energy Transition from a climate change perspective.*

The green energy transition also presents an economic opportunity. This emerging transversal enabler of the economy can create direct and indirect employment for many - such as in equipment manufacturing, installation, civil works, and maintenance.

Technology and innovation further enhance growth opportunities by increasing efficiency, reducing costs, and fostering the development of new industries and high-quality, competitive products. The potential for growth in both established and innovative technologies, products, services, structures, and methods is significant. As such, technology and innovation hold the keys to driving substantial and rapid economic growth, as well as creating job opportunities across the Province. Artificial Intelligence (AI) is one such innovation in the market that offers both an opportunity and a threat in terms of potential job gains as well as job losses. Access to capital enables businesses to scale operations, adopt new technologies, and enter new markets, leading to higher productivity and economic output. Firms driven by technology and innovation enhance productivity, market share and consumer-oriented design throughout the economy. They achieve this through improvements in resource efficiency, efficacy, sustainability and equity. In some instances, these innovative firms collaborate with higher education or other state institutions, such as CSIR, to commercialise research and development (R&D), thereby stimulating new economic activity. The robustness and depth of these processes are vital for regional competitiveness.

The Western Cape's technology and innovation sector, including industries such as fintech, green-tech/climate-tech, agri-tech, health-tech, manufacturing, e-commerce/retail-tech, entertainment, and other products/services, presents significant growth opportunities for the Western Cape. Over the past two decades, technology-related foreign direct investment (FDI) in the Province has reached R19.17 billion, creating 9 598 jobs (Wesgro, 2024). These investments have seen a significant increase in recent years.

As an example of the above, in October 2022, Google launched its first African digital cloud region in South Africa, aiming to contribute \$2.1 billion to GDP and create over 40 000 jobs by 2030. Investments in data centres in South Africa continue to grow steadily, with global cloud service providers such as Amazon Web Services (AWS), Google, IBM, Microsoft, Oracle and Huawei establishing a physical and/or service presence in the country.

A further example is AWS and its stated plans to invest R46 billion in the Cape Town region by 2029. According to the AWS Economic Impact Study, the investment associated with the Cape Town region will contribute an estimated R80 billion to South African GDP by 2029, with a significant portion of that occurring in the Province. Data centres are emerging as the primary growth area for electricity demand in the Province, serving as a clear indicator of service uptake.

Access to economic opportunities and employability is enhanced through education and upskilling and allows regions to be better positioned to attract high-value industries and maintain global competitiveness, providing a solid foundation for sustained economic prosperity. Inclusive and sustainable growth is not possible in the absence of growth in labour productivity, capital and entrepreneurial activity. Income and employment are also further influenced by both the demand for labour and the quality of labour supply. Economic evidence suggests that the quality of our pipeline of workers is of concern. Notwithstanding the stubbornly high levels of unemployment, 53% of companies surveyed in the Bureau for Economic Research's (BER) quarterly business confidence survey reported that their respective growth has been impacted because of the challenges associated with recruiting a suitable workforce.

The alignment of education/skills provided with the needs of employers, especially around jobs for the future, is paramount. The knowledge, skills and abilities that enable people to find and keep a job and advance in the workplace are known as workforce preparation skills. More accessible support is required to guide learners and job seekers towards the skills that the economy requires.

Economic opportunities and employability can also be enhanced through entrepreneurship, which further drives economic growth by fostering new ventures, innovation, and increased competition, leading to job creation, wealth generation and economic diversification. Entrepreneurs introduce disruptive ideas and enhance economic dynamism by transforming traditional industries. In parallel, a highly skilled workforce is essential for sustaining growth, as it increases productivity, drives innovation and enables businesses to operate at greater efficiency. The most competitive nations are those that have the highest level of entrepreneurial activity.

Furthermore, as an important engine of economic growth, entrepreneurs contribute towards wealth creation and income distribution, technological advancement, foreign investment and trade, government revenue generation, together with the potential to reduce the brain drain. Numerous studies have proven the link between entrepreneurial activity and economic growth and development (Meyer, N. & De Jongh, J.J. 2018).²¹

The focus will be on an integrated approach to entrepreneurship awareness and growing an entrepreneurial culture in the Province to positively contribute to the business start-up rate through initiatives such as outreach campaigns, capacity-building, information sharing, and business support programmes.

Small, Medium and Micro Enterprises (SMMEs) require varied and sustained interventions over time that will contribute to their sustainability and growth which has the potential to sustain and create additional jobs, and positively contribute to the economy. These businesses provide employment opportunities which reduce poverty and boost household incomes. The creation of an accessible business support ecosystem is critical to enhance business sustainability. The need for partnerships, collaboration, and interaction between the public and private-sector, and a coherent approach to service design and delivery is crucial to achieving this objective.

Transversal enablers and levers

In developing the 2030 Strategic Plan, it emerged that there were common sets of enablers and policy levers which needed to be deployed across all the strategic priorities. These enablers and levers required either horizontal application across all the strategic priorities (e.g. communication) or co-ordination of multiple projects to improve synergy and impact (e.g. spatial). The pursuit of the three strategic priorities for the Department will therefore include support from the following suite of key enablers, levers and accelerators:

- a. Spatial Co-ordination and Support;
- b. Economic IQ;
- c. Ease of doing business and red tape reduction;
- d. Communication; and
- e. Economic diplomacy and partnerships

a. Spatial Co-ordination and Support

Developing the spatial economy through urban and rural economic planning, and support can unlock growth, by reducing existing inefficiencies, building capability, and creating new sources of economic dynamism (the rate and direction of change in an economy) and opportunity.

Spatial (particularly, urban and rural) planning is one of the key constitutional levers available to the Western Cape Government (WCG) and local government to solve a range of structural economic challenges through improving the flow of people and goods and addressing human settlement needs. Factors such as urban size, configuration, density and compactness play a role and can support agglomeration economies, reduce resource and energy demands, and lead to savings in capital and operating expenditure. Addressing inefficiencies in urban and rural planning can unlock the pro-active spatial economic plans of the departmental priority areas.

²¹ Natanya Meyer and Jacques de Jongh. 2018. *The Importance of Entrepreneurship as a Contributing Factor to Economic Growth and Development: The Case of Selected European Countries.*

For business and particularly the youth-initiated enterprises to have relevant access to tools and take up economic opportunities, local government as the primary public service support agent, needs to be equipped and have the capability to be responsive to economic service delivery that provides the enabling environment for business activity. Similarly, interventions to improve lackluster local business environments that activate local municipal ecosystems and guide investment in economic priority areas are needed to catalyse opportunities for growth and job prospects. Spatial economic planning and support intend to respond to municipal priorities, reflect joint provincial-municipal initiatives and increase the spatial distribution and impact of departmental programmes for inclusive growth and spatial transformation.

b. Economic IQ

Economic intelligence and data help identify market gaps, economic and socio-economic opportunities, and spatial trends. Data, drawn from a wide range of sources and stakeholders, is critical to the quality of decision-making in business and government and must be easily accessible. This will require developing a data management and reporting capability to support all-of-government decision-making, as well as building strong analytical capabilities and intelligence.

c. Ease of doing business (EoDB) and red tape reduction

Ease of doing business is about addressing (1) the binding and systemic constraints and (2) the red tape that inhibit economic growth and ultimately job creation and growth. The former concerns those critical issues (e.g. crime, inadequate skills, public transportation) that are composite and normally require a multi-disciplinary approach, e.g. crime results from several contributing factors (e.g. poverty, lawlessness) that require multiple specific solutions. The latter, i.e. red tape, is largely confined to institutions and linked to issues such as legislation, systems and procedures.

Red tape can be defined as any regulations, policies, systems and procedures, and behaviour of public sector officials that increase the cost of doing business in the Western Cape, without providing a benefit of greater value. Governments all over the world are embarking on programmes to reduce red tape, improve public services, and create a more favourable business environment. EoDB is to be considered as a transversal approach across all the G4J priority focus areas (PFAs) and (WCG) departments.

d. Communications

Communication is a key driver of confidence levels. A multitude of private and public-sector organisations and institutions interface with businesses and citizens regularly, and the Province has a role to play in supporting business confidence through branding and aligned messaging. Consequently, marketing and communications among the economic actors within the region need to be co-ordinated. Communication plays an important role in improving “trust” in government. Improved positive perceptions of confidence and hope can result in, for example, an improved investment environment in the Western Cape.

e. Economic diplomacy and partnerships

Achieving faster growth generally requires stronger and more efficient interactions between stakeholders in an ecosystem and is most effective when stakeholders collaborate. Many of South Africa’s challenges stem from the large trust deficit between economic stakeholders. With a weak network of interconnected firms, households and institutions that constitute the economic ecosystem, information is not shared, and there is no collaborative solution-finding to resolve joint problems or drive collective opportunities. A lack of trust affects everything – from the rules that govern economic interaction and how information is shared, to the relationships between firms and their workers or suppliers.

Building long-term relationships and co-operation with other government spheres, among economic stakeholders (including communities and labour) and with the private-sector is very important. Partnerships leverage pooled

resources, expertise and efforts, while collaboration can build confidence in the Provincial economy and help attract interested investors. The Western Cape economy is inextricably linked to that of the national (and global) economy. This, *inter alia*, means that policy and legislative decisions taken on a national level inevitably impact the Provincial economy and even the local (municipal) economy. Therefore, the WCG must intensify its efforts to ensure that decisions taken elsewhere in government are able to support growth, especially related to safety, energy and transport. This can be achieved through advocating and lobbying for positive outcomes, policy changes or the enactment of untapped policies and powers.

Advocacy and lobbying refer to the deliberate process of seeking to influence decision-makers and stakeholders to support and implement actions which contribute towards economic growth in the Western Cape. These are important tools of the WCG and are particularly crucial considering the limits to a province’s powers.

9.2 Measuring the Outcomes

The Department’s Strategic Priorities and its legislative mandates are directed and shaped by the national and provincial policies and plans, and can be summarised as follows:

Figure 19: Contextualising the Department’s Five-year Strategy and Outcomes within the National and Provincial Plans



9.2.1 Driving Growth Opportunities

Medium Term Development Plan Priority		Investment (PFA 1, 3, 5 & 6)	
Outcomes	Outcome indicators	Baseline	Five-year targets
Increased investment	Rand value of investment	R21 billion	R70 billion

9.2.1.1 Explanation of Planned Performance over the Five-year Planning Period

- a) **The contribution of outcomes towards the achievement of the Medium-Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities, provincial priorities, and Science, Technology and Innovation (STI) Decadal plan priorities (2022-2032).**

The outcome of “Increased Investment” is well aligned with the Strategic Priority of inclusive and sustainable economic growth and job creation in the Medium-Term Development Plan (MTDP). It is specifically linked to the three outcomes of 1) increased investment, trade and tourism, 2) improved employment opportunities, and 3) enabling environment for investment and improved competitiveness through structural reforms within Strategic Priority 1 of the MTDP.

Aligned with the G4J principles of redress through economic participation to support economic growth, there will be the provision of opportunities for all provincial citizens, including women and people with disabilities. In addition, measures towards facilitating strengthened pathways for children to be active economic citizens in their adult life will be undertaken.

- b) **The rationale for the choice of the outcome indicators relevant to the respective outcomes.**

The outcome indicator that measures changes in the value of investment is a clear metric to monitor shifts in investment. The tracking of the Rand value of investment also provides an indication of business confidence and, in and of itself, serves to re-inforce business confidence within the broader economy, creating a virtuous cycle. Reflecting private and public-sector activity, the outcome will capture progress made within investment promotion and facilitation targets, the expansion of growth opportunities that will make our economy more diverse, increased venture capital activity as our fast-growing companies expand, as well as investment into infrastructure and renewable energy developments.

- c) **Explanation of enablers (interventions) to achieve the five-year targets.**

Strengthen investment promotion and facilitation: Smart investment promotion, facilitation and support will be achieved by increasing the positioning and awareness of the Western Cape in prioritised global markets. The Province will be positioned as a destination of choice for investment, as identified in the investment strategy based on market prioritisation methodology. Investment facilitation involves activities that are conducted not only by the main facilitator investment promotions agencies (IPAs), but also in co-operation with policymakers and relevant stakeholders. The ultimate purpose is to expand the Western Cape’s investment pipeline by encouraging more brownfield and greenfield investment projects. This can be achieved by providing investors with a transparent, predictable, and efficient regulatory and administrative framework for investment, while ensuring the benefits of investment are maximised. In addition, interventions aim to improve the overall investment climate. Efforts will include boosting municipal readiness and increasing the region’s competitiveness.

Increase venture capital investment: Research shows that technology and innovation is the primary driver of growth, competitiveness and productivity improvements. Enhanced support to increase tech-and R&D-intensive business activity will assist the Province in attracting more venture capital, which, in turn, will support the increase of investment. To this end, the Western Cape will be strategically positioned and empowered as a hub for technology, venture capital, design and innovation.

Catalyse infrastructure to facilitate investment: Economic growth requires catalytic economic infrastructure (i.e. infrastructure that supports productive activities) and social infrastructure (i.e. infrastructure that enables the functionality of communities). While all infrastructure is prioritised, particular attention is needed on infrastructure for connectivity which includes both the movement of goods and people and digital connectivity, as well as special infrastructure that can help catalyse and accelerate specific high growth opportunities. Catalytic infrastructure is a critical contributor towards increasing investment in and of itself, but also in terms of improving competitiveness.

Unlock resource resilience in the economy: The availability of electricity has been the top binding constraint to economic growth and job creation in the recent past. Thus, one of the Western Cape’s most important strategic goals is energy sustainability as a product of energy security, energy affordability and low-carbon energy. Ironically, addressing the energy challenge also presents a powerful stimulus for investment. Much of the provincial government’s current efforts are directed towards enabling renewable energy investments, which, in turn, improves the supply of energy. The Western Cape has been a beneficiary of FDI in renewable energy projects but requires new capabilities in the areas of project preparation, scaling and implementation to allow municipalities and the private-sector to generate and procure clean energy.

All the enablers and levers also contribute to growing investment.

d) Explanation of the outcomes’ contribution to the achievement of the impact.

The outcome of increasing investments will support the achievement of a growing provincial economy by creating opportunities through increasing venture capital deals, investment in energy, catalytic projects and the job creation associated with these investments.

9.2.1.2 Key Risks

Outcomes	Key Risks	Risk Mitigations
Increased investment	Some interventions have a heavy dependence on other enablers and levers for successful implementation, and success may be compromised should this support not be forthcoming (e.g., Eskom and Transnet not making their strategic changes quickly enough, national policy or implementation not evolving, e.g., on visas).	<ul style="list-style-type: none"> Enhance ecosystems and co-ordination to strengthen enablers and levers. Adopt an evidence-based approach to facilitate lobbying and advocacy to address constraints caused by weaknesses in the enablers. Provide support, where feasible, to stakeholders who are responsible for affected enablers.

9.2.1.3 Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (2025/26)
Wesgro	Wesgro is a Schedule 3C Public Entity mandated to provide tourism, trade and investment marketing promotion for the Province.	Rand value of investment	R36 785 145 000 (Investment Promotion)
Freeport Saldanha	Promotion and management of Energy and Marine Services Special Economic Zone (SEZ) in Saldanha.	Rand value of investment	R24 000 000
Atlantis SEZ	Management of Green Technology SEZ.	Rand value of investment	R40 246 000

9.2.2 Stimulating Market Access

Medium Term Development Plan Priority		Exports	
Outcomes	Outcome indicators	Baseline	Five-year targets
Increased exports	Rand value of exports	R193 billion	R320 billion
	Rand value of tourism spend by international tourists	R23.7 billion	R63 billion

9.2.2.1 Explanation of Planned Performance over the Five-year Planning Period

- a) **The contribution of outcomes towards the achievement of the Medium-Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities, provincial priorities, and Science, Technology and Innovation (STI) Decadal plan priorities (2022-2032).**

This outcome is well aligned with the Strategic Priority of inclusive and sustainable economic growth and job creation in the Medium-Term Development Plan (MTDP). It is specifically linked to the three outcomes of 1) increased investment, trade and tourism, 2) improved employment opportunities, and 3) enabling environment for investment and improved competitiveness through structural reforms within Strategic Priority 1 of the MTDP. Aligned with G4J principles of redress through economic participation to support economic growth, the focus on exports and tourism growth will stimulate expansion of businesses, thereby creating employment for all provincial citizens, including women and people with disabilities. In addition, measures towards facilitating strengthened pathways for children to be active economic citizens in their adult life will be undertaken.

- b) **The rationale for the choice of the outcome indicators relevant to the respective outcomes.**

The outcome indicator that measures changes in the value of goods and services exported is a clear metric to understand changes in exports. The Department aims to monitor the outcome of improved market access and trade, where the metric incorporates the direct and indirect contributions of the various efforts of the Department, its entities and other eco-system stakeholders. Additionally, the outcome indicator that measures changes in expenditure by tourists is a clear metric to understand changes in tourism.

- c) **Explanation of enablers (interventions) to achieve the five-year targets.**

Stimulate export growth: Exports play a significant role in economic growth, especially when they open new markets and opportunities that allow producers to diversify their customer base and increase sales. Efforts will focus on enhancing the competitiveness, sustainability, and capabilities of exporters while improving market access and reducing trade barriers. Strengthening export capabilities in identified industries includes improving factors of production and competitiveness to diversify export markets, products and services, as well as the understanding of export processes and in-country requirements among exporters will grow the economy. The Western Cape aims to establish itself as the regional hub for services and trade, with a stronger representation of its interests in national trade policies, programmes and negotiations.

Increase tourism: Contextualised within the five-year plan, the Department will be undertaking three strategic themes: 1) Protecting and rejuvenating supply, 2) Re-igniting demand and 3) Strengthening enabling capability. Within this, will be the co-ordination of regional and local tourism structures to drive destination marketing and management. The Western Cape will explore policy solutions as a means of unlocking more sustainable revenue streams while giving clearer policy direction in respect of the management of regional and local tourism. Furthermore, DEDAT will improve the planning of visitor infrastructure in an integrated and holistic manner particularly for destinations where there is high demand and growth potential. This is in full alignment with the National Tourism Sector Strategy and the National Tourism Sector Master Plan. In addition, DEDAT will continue to co-ordinate public and private efforts through fora, chapters,

product clusters and other partnerships. This is to ensure the optimisation and alignment of efforts and resources within the provincial tourism ecosystem, while recognising that the private-sector must lead, and government must provide an enabling environment. In terms of the Tourism Act 3 of 2014, the Provincial Registrar is mandated with the registration, development and monitoring of the tourist guiding industry. Growth of the industry will be supported through increased investment in skills development with the aim of delivering more compelling experiences to both domestic and international markets, ultimately improving the employability of guides and building resilience in the guiding community. This work will be responsive to the youth development theme of the PSP while supporting guides with gaining greater market access in the global marketplace. Provinces are also mandated with certain tourism safety functions in terms of the NTSS and in response, the Department will address the risks affecting tourists visiting the Western Cape by seeking to build partnerships with public and private organisations.

d) Explanation of the outcomes' contribution to the achievement of the impact.

The outcomes of increased exports, as well as increased tourism, will support stimulating market access to grow the provincial economy while creating employment opportunities.

9.2.2.2 Key Risks

Outcomes	Key Risks	Risk Mitigations
Increased exports	The carbon intensity of the Western Cape does not reduce, resulting in exports and tourism becoming uncompetitive due to climate regulations and carbon tariffs.	<ul style="list-style-type: none"> International advocacy and lobbying around the penalisation of long-haul destinations due to carbon emissions. Elevating the profile of the region as a sustainable ('green') destination. Supporting the adoption of sustainability practices in the export-orientated industries.

9.2.2.3 Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (2025/26)
Wesgro	Wesgro is a Schedule 3C Public Entity mandated to provide tourism, trade and investment marketing promotion for the Province.	Value of export declarations	R30 360 000 (Export Promotion)
Wesgro	Destination marketing for trade, tourism and investment.	Tourist arrivals	R54 925 000 (Destination marketing/ tourism)

9.2.3 Enabling Environment for Economic Growth

Medium Term Development Plan Priority		Enabled economic environment	
Outcomes	Outcome indicators	Baseline	Five-year targets
Enabled economic environment	Improvement in resource resilience (e.g. water efficiency) of selected vulnerable industries.	Baseline not available.	20% improvement in targeted resource resilience themes of two vulnerable sectors.
	Increase in value of Business Enterprise Research and Development (BERD).	2023/24 BERD value from HSRC when published.	50% increase in value of business spend on research and development (R&D) activities, regardless of where the funding comes from.
	Total economic benefits as a result of interventions.	Baseline not available.	R5 billion by 2030 in the Western Cape.
	Improvement in the Western Cape Total Early-stage entrepreneurial activity (TEA) rate as per the Global Entrepreneurship Monitor (GEM).	Baseline not available.	Increase the Western Cape entrepreneurship rate by 5%.
	Improvement in access to economic opportunities.	Baseline not available.	70% of beneficiaries who have participated in programmes are more employable or have improved economic opportunities.

9.2.3.1 Explanation of Planned Performance over the Five-year Planning Period

- a) **The contribution of outcomes towards the achievement of the Medium-Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities, provincial priorities, and Science Technology and Innovation (STI) Decadal plan priorities (2022-2032).**

This outcome of an enabled economic environment is well aligned to the Strategic Priority of inclusive and sustainable economic growth and job creation in the Medium-Term Development Plan (MTDP). It is specifically linked to the three outcomes of 1) increased investment, trade and tourism, 2) improved employment opportunities, and 3) re-industrialisation, localisation and beneficiation within Strategic Priority 1 of the MTDP. Aligned to G4J principles of redress through economic participation to support economic growth, there will be the provision of opportunities for all provincial citizens, particularly women, children and people with disabilities.

- b) **The rationale for the choice of the outcome indicators relevant to the respective outcomes.**

The outcome indicators that measure changes in the economic environment provide clear metrics to monitor shifts in factors that create the enabling conditions foundational to economic growth. The Department aims to monitor the outcome of an enabled environment linked to improved resource resilience.

Energy and water are important for economic growth. Energy that is low-carbon, reliable, competitive, accessible, enabled and supplied at scale, and meets the energy-efficient demands of the economy, will create an enabling environment for economic growth. To remain a competitive global economic region, the decarbonisation of the energy sector and other key economic sectors is key, thereby supporting economic growth. The Western Cape’s experience with severe drought illustrated the impact that poor water security

has on citizens and the economy. The key challenges facing the Province are the distribution, management, and availability of water, with climate change deepening these challenges.

R&D within Western Cape businesses is essential for an enabled business environment. By increasing expenditure on R&D, companies drive innovation, improve productivity, and create products that meet changing market needs. This focus on R&D fosters a robust regional innovation ecosystem, attracting skilled talent and facilitating collaboration with research institutions. Ultimately, this investment strengthens the local economy, equipping Western Cape businesses to compete globally and respond effectively to industry shifts.

Inclusive and sustainable growth is not possible in the absence of growth in labour productivity, skills development and entrepreneurial activity. Entrepreneurship is a critical role player in economies, especially in developing countries as it drives economic growth through new business ventures, innovation, job creation and economic diversification. In addition, entrepreneurship is an engine of economic growth, leading to wealth creation and income distribution, technological advancement, foreign investment and trade, government revenue generation, and the potential to reduce brain drain. Skills development is equally essential, as it enhances workforce capabilities, improves productivity, and equips individuals with the knowledge and expertise needed to adapt to changing economic landscapes, technological advancements, and industry demands. Improvements in entrepreneurship, skills development and the employability of individuals will be monitored.

c) Explanation of enablers (interventions) to achieve the five-year targets.

Improve resource resilience: Improving resource resilience creates an enabling environment for economic growth. For example, energy resilience can be achieved by encouraging energy efficiency across businesses, citizens and government. The Western Cape is targeting exporting green hydrogen (GH₂), utilising GH₂ to green local production, and employing it as a shipping fuel while feeding surplus renewable energy into the grid. A robust and well-informed energy ecosystem, with skilling opportunities and international connections, supports the export of energy products. The Western Cape’s strategic energy planning aligns with South Africa’s power market and sector reforms, while a progressive policy and regulatory environment provides certainty for investment, including opportunities in local energy-related manufacturing and exports. Significant progress is being made toward achieving the WCCCRS mitigation goals, enabling the generation of new energy that will require significant co-ordination and financial investment. Beyond energy generated for use on-site, the procurement and trading of low-carbon energy need to be enabled quickly. This all requires ongoing work to enable wheeling and Small-Scale Embedded Generation (SSEG) for the private-sector, households, and government facilities.

Additionally, the implementation of municipal Independent Power Producers (IPP) procurement projects requires support – including through the development of an energy trading system/pooled buying mechanisms and a project preparation facility to take identified projects to bankability. The inclusion at scale of other sources of low-carbon energy, such as GH₂ and gas, requires continued exploration and investment enablement. New energy vehicles and the required charging infrastructure need to be catalysed. The management of any waste created through new energy generation systems and components will need to be well-managed to ensure the optimal use of materials and to prevent the exacerbation of the waste crisis.

Increase the value of business spending on R&D activities: Increasing business R&D directly enables a dynamic business environment conducive to economic activity. Investment in R&D facilitates innovation, leading to new products, services, and processes that improve productivity and competitiveness within industries. In the tech environment, cross-sector technologies address broader horizontal functions such as cloud-computing, data analytics or cybersecurity applicable across multiple industries. Verticals, on the other hand, play a vital role in aligning technological advancements with industry-specific needs. By specialising in verticals, companies can deliver high-impact, tailored solutions that drive innovation and competitiveness in targeted

industries. The Western Cape needs to, simultaneously, support both cross-sector technologies as well as the application of these technologies within industries (verticals). The intent is to build on and strengthen the WC tech ecosystem and its linkages into verticals to improve tech business competitiveness. The programme will include business network development, facilitation of access into open new markets and supply-chains, market intelligence, product innovation, and lobbying and advocacy to support growth opportunities. A greater focus on enabling R&D can expand the Western Cape's medium and larger companies and produce new 'unicorn' companies. But it is recognised that innovation requires a risk-taking mindset, and government can play a role to reduce business uncertainty. Linkages between the private-sector and academia must be strengthened to leverage existing R&D capacity within tertiary institutions. Higher education institutions are key actors in the regional innovation system, providing access to technological knowledge which can be transferred to local businesses, or start-ups can be created. Within this context, it is also important that the Department maximises the commercialisation opportunities arising from the R&D conducted by our tertiary institutions. Furthermore, digital take-up in businesses is no longer optional but essential for survival and growth in an increasingly connected and competitive world. Despite this, and with a few exceptions, South African businesses are not fully utilising the productivity and competitiveness improvements offered by technology. A DigiBiz Small Business Digital Progression Index Report released in late 2023 found that more than 50% of South African small businesses are not ready for the digital future. This means that government needs to not only raise business awareness about technology, but also provide capacity support to increase uptake and deployment, inclusive of driving digital skills for the workforce. Lastly, there are several legislative and regulatory constraints which tend to be industry specific, preventing the uptake of innovation and technology. These constraints will be addressed to enable increased uptake.

By addressing barriers to R&D investment, businesses can leverage a more robust innovation framework, contributing to regional economic growth and positioning themselves as leaders in a rapidly evolving global market.

Ease of doing business and red tape reduction: The Department will drive ease of doing business within the economy, pro-actively looking at key systemic regulatory and legislative challenges that may unnecessarily impede the operating environment of businesses and undermine business confidence. The focus would be to address the regulatory source of the red tape challenges, so that resolutions can have a horizontally positive impact across the economy. DEDAT will provide the leadership to ensure this approach is adopted and supported across the PFAs and the WCG. In addition to this, the reduction of red tape will remain a key initiative within DEDAT with a re-active and pro-active component. The re-active component (the Business Support Helpline) will remain as it has proven to be successful in assisting businesses' immediate needs and fostering business confidence. The pro-active component will become more focused and aligned to the systemic interventions as identified in the PFAs and that relate to regulatory reform and improving business-facing government services.

Support entrepreneurship: Recognising the vital role that enabling the economic environment plays in the success and expansion of businesses, requires promoting, for example but not limited to, entrepreneurship and celebrating achievements at school and post-school institutions. It also includes offering support and services to drive SMME growth, while enhancing market access to boost their resilience. Strengthening collaboration between government and private-sector partnerships to support SMME development will assist in furthering this enabler.

Improvement in access to economic opportunities: This can be achieved by experiential learning programmes, skills development programmes, soft skills transfer, enhancing the capacity of post-school education and the alignment between academic curricula and industry requirements. This enabler includes improving the quality of career choices among youth and increasing the employability of unemployed individuals. Expanding the use of more scalable and efficient training methods will help in furthering the drive to improve skills-related pathways towards improved employability and economic opportunities.

d) Explanation of the outcomes' contribution to the achievement of the impact.

While the enablers identified are not the only levers in supporting businesses to operate in a conducive environment, they have been identified, currently, as the most critical factors impacting on businesses' growth and overall economic GDP expansion. The outcomes covering the Enabled Economic Environment Strategic Priority will therefore measure overall improvements in the business operational conditions, tracking (a) improvements in resource resilience towards reducing the impacts of climate change on the firms and reducing negative consequences of the resulting policy responses to climate change, (b) the flow of funds into research and development for private-sector as this signals that there is a high probability of the R&D being commercialised and deployed into the economy, resulting in more innovation and technologies introduced in the economy; (c) the extent to which it is easier to do business in the Province through determining the monetary savings and impact of the EoDB interventions undertaken by WCG; (d) the degree to which Western Cape potential entrepreneurs are confident and capable in establishing and maintaining businesses given the region's relatively low start-up rates; and (e) examining the level of success of programmes in improving the employability of unemployed persons through on-the-job training, skills programmes and career development support or new curricula supported.

9.2.3.2 Key Risks

Outcomes	Key Risks	Risk Mitigations
Enabled economic environment	The Province has limited mandates over key economic instruments, legislation and regulations that impact and improve the enabling environment.	<ul style="list-style-type: none"> Advocate a supportive regulatory environment through an evidence-based approach. Develop innovative and supportive interventions, incentives, intelligence and mechanisms to mitigate the impact of binding constraints.
	The interlinkages and interdependence between interventions means that the successful implementation of one intervention can be compromised if another enabler is unable to deliver.	<ul style="list-style-type: none"> Develop transversal information systems in which progress of projects and interventions are shared. Enhance governance systems which has oversight over progress of enablers.

9.2.3.3. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (2025/26)
N/A	N/A	N/A	N/A

9.2.4 Mandatory and Legislative Functions

9.2.4.1 Improved Institutional Excellence

Medium Term Development Plan Priority		Improved institutional excellence	
Outcomes	Outcome indicators	Baseline	Five-year targets
Improved institutional excellence	Audit opinion from the Auditor-General	Unqualified Audit Opinion	Unqualified Audit Opinion

9.2.4.2 Explanation of Planned Performance over the Five-year Planning Period

- a) **The contribution of outcomes towards the achievement of the Medium-Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities, provincial priorities, and Science, Technology and Innovation (STI) Decadal plan priorities (2022-2032).**

This outcome is well aligned to Strategic Priority 3 in the Medium-Term Development Plan (MTDP) of building a capable, ethical and developmental state. A capable state plays a key role (direct and indirect) within the economy by creating an enabling environment for growth, which also links to the MTDP Strategic Priority of inclusive growth and job creation. Additionally, it is aligned with the G4J principles of redress through economic participation to support economic growth. Through providing an overall supporting environment to line-functions, there will be the co-ordination and enablement of opportunities that is responsive to all provincial citizens, particularly women, children and people with disabilities.

- b) **The rationale for the choice of the outcome indicators relevant to the respective outcomes.**

The outcome indicator that measures changes in institutional excellence tracks both financial and non-financial performance. Measuring financial compliance as a metric is important as it ensures compliance with all relevant financial statutes and regulations, the most important of which is the Public Finance Management Act (PFMA). In doing this, it aims for a balance between service excellence and the economical use of financial resources.

With respect to the non-financial aspects of the Auditor-General opinion, the Department’s performance must be credible, requiring sound governance and management, as well as credible monitoring and tracking systems that create virtuous feedback mechanisms that strengthen delivery and performance.

- c) **Explanation of enablers (interventions) to achieve the five-year targets.**

Financial management ensures compliance with all relevant financial statutes and regulations, the most important of which is the Public Finance Management Act (PFMA). From a non-financial performance perspective, the Department views monitoring and evaluation as key tools to generate evidence and report our performance against plans. In this manner, the use of performance information enables the Department to continuously measure progress and improve performance, while simultaneously striving to maintain our track record of institutional excellence.

- d) **Explanation of the outcomes’ contribution to the achievement of the impact.**

The outcome of improved institutional excellence will support the achievement of a growing provincial economy that increases opportunities for people and businesses by simultaneously promoting and protecting the economic interest of consumers resulting in a fair, accessible and sustainable marketplace.

The management of the highest level of governance, both financial and non-financial, is a long-term inclusive strategy that relies on compliance, a performance culture, stakeholder support and service delivery. The Auditor-General’s assessments offer an important public metric, that if positive, enhances the credibility

of the Department and embodies the Western Cape Government’s vision of “A government that people trust”. The audit opinion provides vital independent assurance to the business, academia and civil society communities with whom the Department needs to build relationships, form partnerships and deliver services.

9.2.4.3 Key Risks

Outcomes	Key Risks	Risk Mitigations
Improved institutional excellence	Mis-statements or material non-compliance with legislation, resulting in a qualified audit opinion.	<ul style="list-style-type: none"> Provide guiding frameworks and training to financial management and line functions. Ensure standard operating procedures are updated as required. Deploy preventative and corrective Internal Control measures as appropriate. Implement fraud prevention strategies and plans. Ensure consequence management as relevant.
	Limited awareness, access or use of M&E information which could result in over- or under-stating the Department’s actual performance against its plans (SP, APP).	<ul style="list-style-type: none"> Revised departmental M&E framework in place that is aligned to SP, Department’s Priority Area plans, or PSP Results framework.

9.2.4.4 Improved Consumer Support

Medium Term Development Plan Priority		Improved consumer support	
Outcomes	Outcome indicators	Baseline	Five-year targets
Improved consumer support	Monetary value of savings accrued to consumers	R1,2 million	R3 million

9.1.4.5 Explanation of Planned Performance over the Five-year Planning Period

- b) **The contribution of outcomes towards the achievement of the Medium-Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities, provincial priorities, and Science, Technology and Innovation (STI) Decadal plan priorities (2022-2032).**

This outcome is well aligned to Strategic Priority 3 in the Medium-Term Development Plan (MTDP) of building a capable, ethical and developmental state. A capable state plays a key role (direct and indirect) within the economy and by creating an enabling environment for growth, also links to the MTDP Strategic Priority of inclusive growth and job creation. Additionally, it is aligned to the G4J principles of redress through economic participation to support economic growth. Through improved consumer support, there will be the provision of opportunities for all provincial citizens, particularly women and people with disabilities, and where relevant, to children, particularly with respect to consumer education and financial literacy.

- b) **The rationale for the choice of the outcome indicators relevant to the respective outcomes**

The Office of the Consumer Protector provides assistance to the consumers in the Western Cape and while generally a demand-led service, the outcome indicator tracks the monetary value of savings to the consumer because of the work of Office of the Consumer Protector (OCP).

c) Explanation of enablers (interventions) to achieve the five-year targets.

The OCP is a provincial consumer protection unit that provides access, information, education and redress to consumers in the Province in consumer-related disputes. The OCP will work toward a more inclusive and effective consumer transactional environment, ensuring that consumers obtain the necessary advice and support. The OCP will continue to carry out active educational and information-sharing activities, focusing mainly on the education of various groups of consumers and businesses.

d) Explanation of the outcomes' contribution to the achievement of the impact.

The outcome of improved consumer support will enable the achievement of a growing provincial economy that increases opportunities for people and businesses by simultaneously promoting and protecting the economic interest of consumers, resulting in a fair, accessible and sustainable marketplace.

9.2.4.6 Key Risks

Outcomes	Key Risks	Risk Mitigations
Improved consumer support	Misinformation/poor communication and a lack of access to information results in consumer rights being undermined.	<ul style="list-style-type: none"> • Deploy consumer awareness campaigns through the various communication channels. • Provide platforms and OCP contact information that is readily available and accessible to consumers so that they are able to get assistance when their rights are undermined.





D

Technical Indicator Description



PART D: TECHNICAL INDICATOR DESCRIPTION

Outcome	Increased investment
Indicator title	Rand value of investment
Definition	<p>“Rand value of investment” is the aggregate of “Rand value of infrastructure investment”, “Rand value of investment” and “Rand value of venture capital”.</p> <p>The “Rand value of investment” indicator does not reflect only the financial contribution of the Department, but the full value of the investment. It can include a declaration of investment in the Western Cape captured by any tier of government, related entities and related stakeholders. It could include other secondary data sources.</p> <p>“Investments” are amounts of money that are used to acquire an asset or item to generate income, gain appreciation, or provide a social benefit. Investments may be by government-funded, private-funded, institutions or jointly funded by government and private-sector, by the Department or its implementing organisation is the initiator and/or a facilitator in the realisation of the project.</p> <p>“Rand value of infrastructure investment” is the total fixed or technology investment or the provision of capital (including working capital) of an infrastructure project located in the Western Cape. Yearly operational expenditure that has been included as working capital once should be excluded in outer years.</p> <p>“Infrastructure investment” refers to economic infrastructure developments aimed at improving the competitiveness of the regional economy and may be a new greenfield project or an expansion of an existing development.</p> <p>The point of realisation is the stage at which activity/physical construction on the project commences or when funding has been transferred for implementation of the project or when the project obtains formal approvals required for initiation.</p> <p>“Rand value of direct investment” reflects monies (capital and initial operating costs) invested by domestic or foreign stakeholder(s) as a result of support provided by any tier of government, related entities and related stakeholders.</p> <p>“Rand value of venture capital” reflects venture capital rand amounts invested by domestic or foreign stakeholder(s) in the Western Cape as based on reports aggregating funds used in the related transactions.</p>
Purpose	Measure the growth of investment in the Western Cape.
Source of data	<ul style="list-style-type: none"> • Project administration system; and/or • Signed and verified investment declarations; and/or • StatsSA, Quantec, and/or other statistical sources and economic models.
Method of calculation/assessment	<ul style="list-style-type: none"> • Cumulative over a 5-year period of the strategic plan; • Simple count of the signed and verified investment declarations; and/or • Investment data reflecting the net increase over the period.
Assumptions	Catalytic Infrastructure is a key driver of economic growth and job creation.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	<ul style="list-style-type: none"> • Saldanha; • Atlantis, Cape Town; and • Metro and municipalities.

Means of verification	<ol style="list-style-type: none"> 1. Signed project database reflecting the total value of investments, that have been supported by the Department directly or indirectly through its entities or agreements with external organisations; and 2. Signed MOAs/signed confirmation letters/declaration letters from funders or investors/funding leveraged/financial statements; or 3. Final feasibility study/business plan clearly indicating the value of the investment project; or 4. Signed database reflecting the rand value of investment based on completed and submitted “User Activity Questionnaires”; or 5. Data for venture capital can be sourced from identified credible sources, including ‘Africa the big deal’ or alternatives. Transactional or portfolio investments can be included; or 6. Data from credible economic data sources can be used.
Desired performance	Increased investment
Indicator responsibility	Co-ordinator: Chief Director: Economic Sector Support Contributors: Director: Green Economy; Director: Co-ordination of Industrial Development; Director: Cape Catalyst; Chief Director: Digital Economy

Outcome	Increased exports
Indicator title	Rand value of exports
Definition	Measures growth in exports related to the promotion of export growth by the Western Cape Government and its stakeholders.
Purpose	“ Rand value of exports ” refers to the foreign sales of products and services from the Western Cape. It encompasses all exports in the Western Cape.
Source of data	<ul style="list-style-type: none"> • Signed and verified trade declarations; and/or • StatsSA, Quantec, SARS data and/or other statistical sources and economic models.
Method of calculation/assessment	<ul style="list-style-type: none"> • Simple count of the signed and verified trade declarations; and/or • Official trade data utilised to model the net increase over a period in tradable sectors in the Western Cape.
Assumptions	Domestic and global conditions are supportive to export growth.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable

Means of verification	<ol style="list-style-type: none"> 1. A report signed by the Chief Director: Economic Sector Support clearly denoting: <ul style="list-style-type: none"> • Methodology used; • Data sources used; • Assumptions used in the economic modelling process; and • How reported export values were calculated. <p>And</p> <ol style="list-style-type: none"> 2. Approved data (with Excel sheets) and assumptions used to calculate export value communicated in the report. <p>And/or</p> <ol style="list-style-type: none"> 3. Signed and verified trade declarations. This will include Wesgro trade declarations as these trade (export) values.
Desired performance	Increased exports.
Indicator responsibility	Co-ordinator: Chief Director: Economic Sector Support. Contributors: Director: Manufacturing; Director: Agri-Processing; Director: Financial services and Information and Communications Technology sector.

Outcome	Increased exports
Indicator title	Rand value of tourism spend by international tourists
Definition	Measures growth in tourism spend by international tourists who visit the Western Cape.
Purpose	“ Rand value of tourism spend by international tourists ” refers to spending by international tourists who visit the Western Cape.
Source of data	<ul style="list-style-type: none"> • Official tourism data produced by SA Tourism, Stats SA or other organisations; and/or • Economic models.
Method of calculation/assessment	Rand value of tourism expenditure.
Assumptions	Domestic and global conditions are supportive to tourism growth.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Means of verification	<ol style="list-style-type: none"> 1. A report signed by the Chief Director: Economic Sector Support clearly denoting: <ul style="list-style-type: none"> • Methodology used; • Assumptions used in the economic modelling process; • Data sources used; and • How reported values were calculated. <p>And/or</p> <ol style="list-style-type: none"> 2. Approved data (with Excel sheets) and assumptions used to calculate the tourism spend cited in the report.
Desired performance	Increased tourism;
Indicator responsibility	Co-ordinator: Chief Director: Economic Sector Support. Contributor: Director: Tourism.

Outcome	Enabled economic environment
Indicator title	Improvement in resource resilience (e.g. water, energy and waste efficiency) of selected vulnerable industries
Definition	<p>“Resource resilience”, such as water efficiency refers to a business accomplishing more with less by using the best available technology and using resources such as water in smarter and more innovative ways. This can be achieved through waste or leak detection and repair, process and behaviour efficiencies, technology/equipment efficiency, water treatment, recycling and reuse and change to waterless processes amongst others.</p> <p>“Water intensity”, refers to the ratio between water intake and a defined unit of production. i.e. m³ or litres of water used per key business activity indicator (KBAI) e.g. for industrial uses: water used per unit of production (e.g. per litre of beverage or per lg laundry or kg or tonne or volume of product) or water used per square capita floor area for commercial businesses or water used per room for hotels.</p> <p>“Vulnerable industries” or water-intensive sectors – those sectors (or sub-sectors) that use a large amount of water relative to their KBAI.</p>
Purpose	<p>This indicator tracks the resource resilience such as water efficiency as a percentage to allow for variations in the units against which water is measured across sectors, sub-sectors and products.</p> <p>While water is used for multiple purposes in a business, the collated measure of water use per KBAI captures the water use intensity across all components of a business. Improved water efficiency translates into lower input costs (of both the raw water and knock-on energy consumption reductions) and, subsequently, improved competitiveness; improved water security in times of water shortages; and expanded market access for export businesses (through reduced water footprints).</p>
Source of data	<ul style="list-style-type: none"> • Baseline data: from existing data collected by the National Cleaner Production Centre (NCPC), the International Finance Corporation (IFC), the Water Research Commission (WRC), the National Business Initiative and DEDAT’s own research & business surveys; and/or • Updates: industry surveys conducted through industry associations; and/or • Any credible data source.
Method of calculation/ assessment	<ul style="list-style-type: none"> • Updates on efficiencies achieved: through surveys, workshops/one-on-one engagements/ requests for voluntary information – from businesses directly or through business associations; and/or • Any credible method of calculation.
Assumptions	<ul style="list-style-type: none"> • National and local regulations promote resource resilience efficiency; and • Water pricing is still primarily volume/consumption-based.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Means of verification	<ol style="list-style-type: none"> 1. Report signed by Chief Director for resource resilience; and 2. Evidence to substantiate the improvement (%) as cited in the report.
Desired performance	Performance that is higher than the targeted performance.
Indicator responsibility	Chief Director responsible for resource resilience.

Outcome	Enabled economic environment
Indicator title	Improvement in access to economic opportunities
Definition	<p>“Improvement in access to economic opportunities” refers to improvements benefiting residents and/or businesses in the Western Cape.</p> <p>“Employability” refers to the attributes of a person that make that person able to gain and/or maintain employment.</p> <p>“Attributes” can include technical skills, soft skills, attitudes, qualifications, certification, on-the-job experience, work exposure, competencies and behaviours.</p> <p>“Improved economic opportunities” can include the provision of possible access to opportunities that will lead to an increase in income by individuals or businesses. For example, informal traders or businesses that receive training.</p> <p>Beneficiaries refers to any recipient supported by government interventions in the Western Cape, including recipients of</p> <ul style="list-style-type: none"> • recognition of prior learning; • work placement; • training; • mentorship training; • work-readiness programmes; • experiential learning; • other skills development interventions that will contribute to the improvement of the overall employability of the beneficiaries; and/or • enterprise development support, like entrepreneurship training or support to informal traders. <p>“Supported” means persons who accessed or were the recipient of skills interventions supported by the government, its entities or relate stakeholders.</p> <p>A stated intention is that beneficiaries, after completing interventions, experience an increase in their employability levels and report being better equipped to either gain or maintain employment or increase incomes.</p>
Purpose	To measure the percentage of beneficiaries who have improved their employability, thereby showing that interventions have met their objectives. The indicator accommodates South Africa’s challenges in addressing unemployment, where frequently a lack of work experience, poor educational attainment, an absence of qualifications, under-developed competencies, and weak soft skills combine in varying degrees of relevance and intensity to reduce the ability of the beneficiary to obtain work or to become more productively employed. It is also acknowledged that the extent that these challenges need to be addressed is entirely dependent on the specific circumstances of the beneficiary, and therefore agile methodologies should be used to capture the outcome of interventions.
Source of data	<ul style="list-style-type: none"> • Survey of a sample of the beneficiaries who participated in interventions; and/or • Programmatic reports.

Method of calculation/assessment	<ul style="list-style-type: none"> Individual responses to the employability questionnaire that may include telephonic, paper-based or electronic questionnaire modalities that may be conducted in-programme or post-programme; Host companies' responses to employability questionnaire that may include telephonic, paper-based or electronic questionnaire modalities that may be conducted in-programme or post-programme; and/or Programmatic reports show improvements in employability and/or increased income earning potential
Assumptions	Skills Development interventions will assist beneficiaries' employability.
Disaggregation of beneficiaries	Targeting of beneficiaries is not applicable yet in year-1 of programme implementation but will be endeavoured from year-2.
Spatial transformation	GPS co-ordinates of planned programme implementation are not applicable yet but spatial disaggregation may be available by year-2 onwards.
Means of verification	<ol style="list-style-type: none"> Signed Employability Evaluation Report of the survey, approved by the Programme Manager; and Signed completed surveys by beneficiaries; or Recordings of telephone surveys; Electronic surveys will include contact verifiable contact details such as email addresses and telephone numbers; Completed surveys by host companies that represent all beneficiaries placed at the company; The Department will either use a company beneficiary-based survey or a company-based survey to assess employability. If the Programme uses a company-based survey it will exclude these beneficiaries from the beneficiary-based survey; Programmatic reports show improvements in employability and/or increased income earning potential.
Desired performance	More beneficiaries reporting improved employability prospects and/or more beneficiaries reporting employment gained or maintained or income earning potential increased.
Indicator responsibility	Co-ordinator: Chief Director: Skills Development and Innovation

Outcome	Enabled economic environment
Indicator title	Improvement in the Western Cape Total Early-stage entrepreneurial activity (TEA) rate as per the Global Entrepreneurship Monitor (GEM)
Definition	<p>“Improvement” means an increase in the Western Cape TEA rate over the baseline (to be determined in 2025/2026) and over a period of five years.</p> <p>According to the Global Entrepreneurship Monitor (GEM), the “TEA” refers to the percentage of the adult population (typically aged 18-64) who are actively involved in starting a new business, either by actively planning a new venture (“nascent entrepreneurs”) or managing a business that has been operating for less than 42 months (“new business owner-managers”).</p> <p>The government interventions (or its partners and implementing agents) will support nascent entrepreneurs and/or owner-managers and/or businesses in the Western Cape, through:</p> <ul style="list-style-type: none"> • training and capacity-building; • counselling; • mentorship; • business advice; • technical support; • incubation; • access to government support and/or services and/or information; • funding; • other forms of business development support; • events, information and awareness workshops, expos; • campaigns; • competitions or award ceremonies; • digital entrepreneurial platforms; and • development and distribution of collateral.
Purpose	To measure the perceptions of citizens towards entrepreneurship. This will enable the Department to understand the key challenges, opportunities and potential gaps in the available service offering. Supporting businesses with various support measures mitigates the high failure rate of start-up businesses and addresses the low sustainability rate of established businesses. It is envisaged that the support will contribute to business sustainability and growth.
Source of data	TEA rate for the Western Cape, as published in the GEM SA report.
Method of calculation/assessment	Calculation of the TEA rate as published in the GEM SA report.
Assumptions	<ul style="list-style-type: none"> • Sufficient resources (funding and human resources) available to execute the project; • GEM continues to measure the TEA rate; • Quality service providers appointed to deliver against specification and budget; and • Sample survey is sufficient to calculate the TEA rate for the Western Cape.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Western Cape Province
Means of verification	A report produced by GEM on the published TEA rate for the Western Cape.
Desired performance	An increase in the TEA rate for the Western Cape.
Indicator responsibility	Co-ordinator: Chief Director: Economic Enablement

Outcome	Enabled economic environment
Indicator title	Increase in value of Business Enterprise Research and Development (BERD)
Definition	Measures growth in Research & Development spend by businesses in the Western Cape.
Purpose	“Increase in value of BERD” refers to Research & Development spend by businesses in the Western Cape.
Source of data	<ul style="list-style-type: none"> • Official DST - HSRC Annual Reports; and/or • Credible data sources,
Method of calculation/assessment	<ul style="list-style-type: none"> • Increase in value of BERD
Assumptions	Domestic and global conditions are supportive.
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Means of verification	<p>A report signed by the Chief Director: Digital Economy clearly denoting:</p> <ul style="list-style-type: none"> • Methodology used; • Data sources used; • Assumptions used; and • How reported values were calculated. <p>And/or</p> <p>Approved data (with Excel sheets) and assumptions used to calculate the value communicated in the report.</p>
Desired performance	Increased value of BERD.
Indicator responsibility	Chief Director: Digital Economy

Outcome	Enabled economic environment
Indicator title	Economic benefits to the economy from enabling interventions
Definition	<p>Measures economic benefits to the Western Cape economy resulting from interventions that enable government and business, benefiting the Western Cape.</p> <p>The interventions seek to unlock any economic activity and can include interventions to reduce regulatory burden, improve business processes, ensure effective communication and provide business support (financial and non-financial) to improve business efficiency and effectiveness. They can unblock investments, exports or any economic activity in the Western Cape.</p> <p>Benefits could include any of the following, <i>inter alia</i>;</p> <ol style="list-style-type: none"> economic value generated by any intervention, including related to investment, exports, tourism, digital economy, catalytic infrastructure, skills development, enterprise development, sector development and resource resilience; cost savings experienced by businesses and government resulting from interventions; increased revenue through business support; improved productivity of businesses supported and/or government; increased asset value of businesses supported; economic value of jobs created and/or sustained by businesses supported; the economic value contributed by the projects that are unblocked and/or accelerated resulting from interventions.
Purpose	To measure the economic value added of any interventions in the Western Cape.
Source of data	<ul style="list-style-type: none"> Economic benefit calculation; and/or Project data; and/or Credible economic data sources; and/or Declarations by DEDAT and its related entities as well as other government departments.
Method of calculation/assessment	<p>Economic benefits will be inputted into a credible calculation tool.</p> <p>The economic benefit will be derived from data on the impact of interventions, such as:</p> <ul style="list-style-type: none"> value of the economic benefits of any interventions initiated during the prescribed period; and/or the value of ongoing savings and benefits from interventions implemented in the past; and/or the monetary value of costs saved; and/or the monetary value of unblocking the stalled project (where the delay was caused by red tape); and/or economic value generated by any intervention, including related to investment, exports, tourism, digital economy, catalytic infrastructure, skills development, enterprise development, sector development and resource resilience; and/or related data from DEDAT-related entities can be included if calculated in a similar manner; and/or economic benefit can be calculated as either economic output or gross value add, depending on availability of data.
Assumptions	<p>Commitment and participation by provincial and national government departments (including their agencies, public entities and regulators) and/or municipalities are obtained.</p> <p>Adequate human and financial resources.</p>
Disaggregation of beneficiaries	Targets for Women, Youth & Persons with Disabilities: Not available at this stage of MTSF.
Spatial transformation	Not available at this stage of the MTSF.

<p>Means of verification</p>	<ol style="list-style-type: none"> 1. A report approved by the programme manager detailing the economic impact of interventions supported, which can be made up of: <ol style="list-style-type: none"> ii. economic value of cost incurred for interventions and resultant cost savings; and/or iii. economic value of resultant economic benefits, such as increased revenue, improved productivity, increased asset value and/or economic value of jobs created/sustained; and/or iv. value of the project that has been unblocked and or accelerated because of an intervention; and/or v. economic value generated by any intervention, including related to investment, exports, tourism, digital economy, catalytic infrastructure, skills development, enterprise development, sector development and resource resilience. <p>And</p> <ol style="list-style-type: none"> 2. Evidence, attached as an appendix, to substantiate the calculations, methodologies and results which are being reported. <p>NOTES: The report may include:</p> <ul style="list-style-type: none"> • narratives clarifying the costs and benefits as reflected in the report; and/or • the cumulative monetary savings and benefits of the interventions; and/or • any assumptions, parameters and any other conditions and circumstances relevant to the calculation of the said costs and benefits; • reference to improvements in relation to baselines such as current levels of service delivery and cost of red tape, turnover, jobs and asset value, where these have been established, or are available; and/or • reference to improvements relative to legislative, organisational or any other norms and standards.
<p>Desired performance</p>	<p>Improved enabling environment and economic benefits gained.</p>
<p>Indicator responsibility</p>	<p>Chief Director: Economic Sector Support Chief Director: Economic Enablement Chief Director: Skills Development and Innovation Chief Director: Green Economy Chief Director: Digital Economy Chief Director: Economic Planning, Infrastructure and Co-ordination</p>

Mandatory and Legislative Functions

Outcome	Improved institutional excellence
Indicator title	Audit Opinion from the Auditor-General
Definition	An independent report regarding the reliability and accuracy of Financial and Non-financial Performance information, which is issued by the Auditor General.
Purpose	Strengthens governance structures. Enables credibility, accountability and instils public/ stakeholder confidence in the Department's Financial and Non-Financial Performance status and ultimately its ability to deliver on its mandate effectively and efficiently.
Source of data	Financial and performance systems used in Programme 1.
Method of calculation/ assessment	Based on the criteria used by the Auditor General in expressing its opinion. Types of opinions used: <ul style="list-style-type: none"> • Adverse; • Disclaimer; • Qualified; • Financial unqualified with other matters; and • Financial unqualified with no other matters.
Assumptions	None
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Means of verification	Annual audit conducted by the Auditor General. The Auditor General issues a report to the Department, Shared Audit Committee and Parliament.
Desired performance	On target
Indicator responsibility	Chief Financial Officer Director: Strategic & Operational Support (non-financial performance)

Outcome	Improved consumer support
Indicator title	Monetary value of savings accrued to consumers.
Definition	The monetary value of savings to a consumer due to OCP's assistance.
Purpose	To establish the annual amount of money saved by consumers due to the assistance of the OCP to consumers involved in consumer complaints.
Source of data	Programme-level project administration system.
Method of calculation/ assessment	Simple Count
Assumptions	<ul style="list-style-type: none"> • The willingness by businesses, consumers, consumer protection agencies and regulators to work with the OCP; and • Availability of resources to facilitate partnerships, use the call centre and government transport to visit businesses and consumers.
Disaggregation of beneficiaries	All citizens

Spatial transformation	All WC districts.
Means of verification	<ol style="list-style-type: none"> 1. A signed database indicating case number, consumer name and surname, consumer's contact details, name of business and monetary value saving per each valid consumer; and 2. Signed final report detailing the calculation of the total value of savings made to consumers and substantiated by: <ol style="list-style-type: none"> 3.1 Business - correspondence from the business indicating the monetary value of the saving made available to the consumer; and/or 3.2 Consumer assisted: written acknowledgement of the monetary value entitled to, or received by, the consumer; and/or 3.3 Settlement agreements or orders signed. <p>Notes:</p> <ol style="list-style-type: none"> i. An electronic copy of (1) in MS Excel format is required ii. In 3.1, correspondence means emails or signed correspondence from the business iii. In 3.2, "written acknowledgement" refers to e-mails or signed correspondence from the consumer
Desired performance	Higher value of savings by consumers.
Indicator responsibility	Director: Office of the Consumer Protector





Annexures to the Strategic Plan

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: NSDF AND THE DISTRICT DELIVERY MODEL

in the NSDF and DDM (Below examples)	Five Year Planning Period							
Project Name	Project Description	Budget Allocation	District Municipality	Specific Location	Project Leader	Social Partners	Longitude (East/West/+X)	Latitude (North/South/-Y)
Water	UNDP Creative Tech Hub	Yr: R1.5m Yr 2-5: tbc	City of Cape Town	Cape Town CBD	Tech & Innovation unit	UNDP, UVU, CDI, etc		
Sanitation	Drones/ UAV Sandbox	Yr 1: R2m Yr 2-5: tbc	tbd	tbd	Tech & Innovation unit	ATNS, SACAA, Drones Council of SA, etc		
Roads								
Storm Water								
Electricity								
Environmental Management								

ANNEXURE B: DIGITALISATION INTERVENTIONS

The table below reflects the digital interventions (strategic Information and Communications Technology interventions) to support achieving the relevant Outcomes as seen in the Strategic Plan.

Strategic Priority	Outcomes	Description of the Digitalisation Intervention	Responsible Lead or Branch	Expected Business benefit of the Digital Intervention	Target (5 yr) 2029/30- of the digital intervention or the outcome/ priority it supports	Linked APP/ AOP Digital Indicator
1. Driving Growth Opportunities	Increased investment.	1. Stakeholder Relations Management system (SRMS) that aligns with and supports DEDAT’s strategy to optimise relationships with businesses, Non-Profit Organisations (NPO’s), government entities and other stakeholders. 2. Digital DEDAT which centres on the automation of processes, integration of and enhancements to existing systems, progression to a centralised communication platform, and progression to a centralised data repository (‘single version of the truth’).	Programme 1 (Supported by the ICT Steering Committee).	This will be crucial for the implementation of all of the Priority Focus Areas (PFA) in the implementation of the Growth for Jobs strategy as it ensures co-ordinated and professional stakeholder engagement, reducing duplication of efforts and enhancing decision-making through sound data and knowledge bases.	Fully functional SRMS supporting productivity and efficiency gains.	ICT Operational Plan
2. Stimulating market access	Increased exports.				Integration with other relevant systems. Single, trusted source of data for the realisation of the “single version of the truth”	DEDAT Annual Operational Plan
3. Enabling environment for economic growth	Enabled economic environment.		Program-matically		As above	As above
4.1 Mandatory and Legislative functions – Financial Management	Improved governance practices in the Department and over related entities	Increased automation and digitisation of processes with appropriate checks and balances.	Programme 1 -Administration (Finance)	Reduction in cost, time and risk involved in the management of the financial matters of the Department.	As above	As above

Strategic Priority	Outcomes	Description of the Digitalisation Intervention	Responsible Lead or Branch	Expected Business benefit of the Digital Intervention	Target (5 yr) 2029/30- of the digital intervention or the outcome/ priority it supports	Linked APP/ AOP Digital Indicator
4.2 Mandatory and Legislative functions – Business customer care and consumer protection	An inclusive and effective consumer transactional environment providing statutory redress and consumer education services that respond to the needs of citizens and business Legislative reform.	Enhancements to the SRMS plus integration with other systems to allow for the tracking of outputs and outcomes.	Programmatically	As above	As above	As above
	Legislative reform.	Stakeholder relationship management and M&E are also central to data-lead decision-making and stakeholder sentiment towards informing policy decisions and associated legislative reform. Tracking of lobbying efforts is also a function of stakeholder management.	Programmatically	As above	As above	As above

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