



PROVINCIAL GOVERNMENT

WESTERN CAPE

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

STRATEGIC PLAN

2003/04 TO 2005/06

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STATEMENT OF POLICY AND COMMITMENT

After a period of restructuring and repositioning following 1994, key sectors of the Western Cape economy are poised for real growth. It has taken some years to convert our inward looking, import substitution focus into an export-oriented, globally competitive economy. Public and private players, business people, farmers, workers and the community have absorbed turbulence from world markets. Jobs have been lost. Traditional products were uncompetitive. Services were supply-, rather than demand-, driven. In short, we had to move rapidly from an inward to an outward focus.

Since the dawning appreciation of the impact of a world economy increasingly driven by knowledge, rather than cost alone, came to permeate the sectors of our economy, producers have shifted their focus to understanding their markets. They are shifting from a reliance on what had always been produced for the domestic market to what global discerning customers demand – and are prepared to pay for. Amongst others the clothing industry has moved from making mass produced garments in competition with Asian producers, to tailoring suits for European fashion capitals, wine producers are shifting from producing mass packaged raw wines for a local populace, to premium vintages for connoisseurs, crafters are moving from undifferentiated homemade items to designer artefacts to wear, to use or to beautify one's surroundings. The tourism and the craft industries have expanded hand-in-hand rapidly to create new job opportunities for women and men throughout the province, often in geographically remote areas.

The Western Cape has also expanded its high tech capacity in ICT, bio-technology, boat building and the film industry. Cape Town is increasingly seen as a smart city, on the cutting edge of scientific, cultural and creative advances. With its natural beauty and welcoming hinterlands. South Africa's Cape is indeed alive with possibility.

But until these opportunities can be reaped by all our citizens, we have a responsibility to ensure that the growing cake is shared. Thousands of our young school leavers are not suitably skilled. There is a mismatch between what our educational systems produce and what is demanded in our changing economy. Through the Learning Cape we are beginning to address the gaps systemically.

Ikapa elihlumayo offers us with a framework to grow the economy through increasing our contribution in key sectors, particularly for infrastructure and skills, which the market alone fails to provide. Key missing infrastructure, such as the Convention Centre, oil and gas port facilities and a film studio, is considered essential to overcome seasonality and provide year-round employment.

The Minister of Finance and Economic development has the responsibility for Economic Development. This covers the components of Industry Development, Economic Development Co-ordination and Business Regulation. It also includes the responsibility for trade and investment promotion, and the Liquor Board. The Minister of Agriculture, Tourism and Gambling is the Executive Authority responsible, *inter alia*, for all provincial agricultural functions, Tourism and Gambling. The Tourism function covers mainly Tourism Development and Regulation plus marketing tourism opportunities currently through support of the Western Cape Tourism Board and promotion of the Cape Town International Convention Centre. The Branches Enterprise Development and Tourism of the Department of Economic Development and Tourism perform these functions.

A new Branch, Knowledge Economy and E-government, was established during 2001 in order to facilitate e-government processes in the province.

As the Executive Authorities for this Department, we are committed to the principles of empowerment, poverty reduction and integrated planning to shape our services and meet customer demands. Our planning directs all strategies, plans, practices, procedures and resources in achieving the Department's core service delivery objectives.

We will ensure that regular monitoring and evaluation of progress is done and will report on the results obtained. We have the commitment of the Head of Department and personnel at every level to ensure that the needs of our clients are understood and addressed. The call to the Department is therefore to

strive for and value excellence in service delivery. This value is evident in the policies, planning, practices and organisational behaviour. We believe that making this Departmental strategic plan available as a public document is a first crucial step in this process of growing the Cape, for the benefit of all.

BELEID- EN VERBINTENISVERKLARING

Ná die tydperk van herstrukturering en herposisionering na 1994 staan sleutelsektore van die Wes-Kaapse ekonomie op die drumpel van ware groei. Dit het 'n paar jaar gekos om ons inwaartsgerigte, invoervervangingsklem in 'n uitvoergerigte, globaal mededingende ekonomie te verander. Openbare en private deelnemers, sakelui, boere, werkers en die gemeenskap het ongestadigheid in wêreldmarkte te bowe gekom. Werkgeleenthede het verlore gegaan. Dienste was aanbod- eerder as vraaggedrewe. Kortom: ons moes die klem vinnig van binne na buite verskuif.

Daar was 'n besef van die uitwerking van 'n wêreld ekonomie wat al hoe meer deur kennis eerder as blote koste voortgedryf word. Dié besef het die sektore van ons ekonomie ingesypel, en produsente het die klem op 'n begrip van hul markte laat val. Hulle is besig om te beweeg van 'n afhanklikheid van dinge wat nog altyd vir die binnelandse mark gelewer is, na dinge wat globaal kieskeurige klante wil hê - en waarvoor hulle bereid is om te betaal. Die klerebedryf, onder meer, het van die vervaardiging van massavervaardigde klere in mededinging met Asiese produsente beweeg na die vervaardiging van pakke vir Europese modesentrums. Wynprodusente beweeg van die vervaardiging van massaverpakte rou wyn vir 'n plaaslike bevolking na puik oesjare vir fynproewers. Handvlytwerkers beweeg van algemene tuisgemaakte items na ontwerperstukke om te dra, te gebruik of die omgewing te verfraai. Die toerisme- en handvlytbedrywe het vinnig uitgebrei en het orals in die provinsie werk vir mans en vroue geskep – dikwels in geografies afgeleë gebiede.

Die Wes-Kaap het sy tegnologieë gevorderde vermoë ten opsigte van inligtings- en kommunikasie-tegnologie, biotegnologie, bootbouery en die filmbedryf uitgebrei. Kaapstad word al hoe meer as 'n knapstad beskou, op die voorpunt van wetenskaplike, kulturele en skeppende vordering. Met sy natuurskoon en verwelkomende hinterland bied die Kaap inderdaad geweldig baie moontlikhede.

Maar terwyl al ons burgers nog nie dié voordele kan pluk nie, is dit ons verantwoordelikheid om seker te maak dat die groeiende koek gedeel word. Duisende van ons jong skoolverlaters het nie die nodige vaardighede nie. Daar is 'n gaping tussen wat ons onderwysstelsel lewer, en wat ons veranderende ekonomie vra. Ons begin dié gapings stelselmatig deur die “Leergierige Kaap”-projek aanspreek.

Ikapa elihlumayo bied ons 'n raamwerk om die ekonomie te laat groei deur 'n groter bydrae tot sleutelsektore te lewer – veral wat infrastruktuur en vaardighede betref – waar die mark dit nie kan doen nie. Belangrike ontbrekende infrastruktuur soos die Konvensiesentrum, hawegeriewe vir olie en gas, en 'n rolprentateljee, word as noodsaaklik geag om seisoensgebondenheid te oorbrug en die hele jaar deur indiensneming te bied.

Die Minister van Finansies en Ekonomiese Ontwikkeling is vir ekonomiese ontwikkeling verantwoordelik. Dit dek die komponente Nywerheidsontwikkeling, Ekonomiese Ontwikkelingskoördinerings- en Besigheidsregulering. Dit beteken ook verantwoordelikheid vir handels- en beleggingsbevordering en die Drankraad. Die Minister van Landbou, Toerisme en Dobbelay is onder meer die verantwoordelike Uitvoerende Gesag vir alle provinsiale landbou-aangeleenthede, toerisme en dobbelay. Die Toerisme-funksie is grootliks verantwoordelik vir toerisme-ontwikkeling en -regulering asook toerisme-bemarkingsgeleenthede met die huidige steun van die Wes-Kaapse Toerismeraad, en bevordering van die Kaapstadse Internasionale Konvensiesentrum. Die takke Ondernemingsontwikkeling en Toerisme van die Departement van Ekonomiese Ontwikkeling en Toerisme voer dié werksaamhede uit.

'n Nuwe tak, te wete Kennisekonomie en E-bestuur, is in 2001 gestig om e-bestuursprosesse in die provinsie te vergemaklik.

As die Uitvoerende Gesagte vir hierdie Departement is ons tot die beginsels van bemagtiging, armoedeverligting en geïntegreerde beplanning verbind om ons dienste te vorm en aan die vraag van kliënte te voldoen. Ons beplanning rig alle strategieë, planne, praktyke, prosedures en hulpbronne om die Departement se kerndienslewingsdoelwitte te bereik.

Ons sal verseker dat gereelde monitering en beoordeling van vordering plaasvind, en sal oor die resultate verslag doen. Ons het die verbintenis van die Departementshoof en personeellede op elke vlak om seker te maak dat ons kliënte se behoeftes verstaan en aangespreek word. Die beroep op die Departement is dus om uitnemendheid in dienslewering na te streef en te waardeer. Dié waarde spreek uit die beleid, beplanning, praktyke en organisasiegedrag. Ons glo dat die beskikbaarstelling van hierdie Departementele strategiese plan as 'n openbare dokument die eerste uiters belangrike stap is in dié proses om die Kaap tot voordeel van almal te laat groei.

INGXELO YOMGAQO-NKQUBO NEMBOPHELELO

Emva kwexesha lokuhlenga-hlengisa nokumiswa ngokutsha okwalandela emva ko-1994, amacandelo aphambili ezoqoqosho eNtshona Koloni alungiselelwa ukuba ahlume kwezoqoqosho lokwenene. Kuthathe iminyaka ethile ukuguqulwa kwendlela esithe sazikhangelanga ngayo ngaphakathi, apho bekusoloko kugxilwe ekukufumaneni izinto ezivela ngaphandle kwajongwa kwezithunyelwa ngaphandle, nakukhuphiswano ngoqoqosho lwamazwe ngamazwe. Abathathi-nxaxheba boRhulumente nabamashishini azimeleyo, oosomashishini, amafama, abasebenzi noluntu ngokubanzi nalo luzijulile kwingxakeko yeemalike zehlabathi. Kulahleke imisebenzi. Imveliso zesiqhelo bezingekho mgangathweni wakhuphiswano. Iinkonzo ezezisenziwa ibikukubonelela - ngaphezu kokufuna. Ngokufutshane, sisukile ngoku ekubeni sijolise ngaphakathi sesijolise kwezangaphandle.

Ukususela oko kwathi kwamkelwa impembelelo yoqoqosho lwehabathi ekhuthazwa ikakhulu lulwazi, ngaphezu kweendleko zodwa, kuye kwangelela namcandelo ezoqoqosho esinalo, abavelisi bashenxile ngoku ekujoliseni ekwazini iimalike zabo kuphela. Bayashenxa ekuthembeleni kwinto ebisoloko iveliselwa iimalike zasekhaya kuphela ngoku sekuveliselwa abaxhasi abavela kwihlabathi lilonke – nabakulungeleyo ukuhlahlawulela loo mveliso. Phakathi kwezinye izinto eziveliswayo, impahla yokunxiba ethe yashenxiswa ekubeni yenziwe izambatho ekukhutshiswana ngazo nabavelisi baseAsia, ngoku ikekelele ekubeni kwenziwe ilungele neendawo eziphezulu kwiifashoni kumazwe aseYurophu, abavelisi-wayini bayashenxa nabo ekudidiyeleni iwayini besenzela eli kuphela, ngoku sebesila iidiliya besenza iwayini ezikumgangatho ophezulu besenza ngobuchule, iingcibi ziyashenxa nazo ekwenzeni izinto ezilungele eli kuphela seziyila izinxibo eziphakamileyo ngomgangatho, ukusebenzisa okanye ukuhombisa okurhangqileyo. Ezokhenketho noshishino lwezobugcisa lwandile nalo luhambelana ngokukhawulza nokudala amathuba amatsha emisebenzi alungele absetyhini kunye namadoda kwiphondo liphela, ubukhulu becala kwiindawo ezisemaphandleni.

INtshona Koloni ilwandisile ulwazi nobuchule ngokubhekiselele kwi-ITC, ubuchule bebio-technology, ulwakhiwo lwamaphenyane noshishini lwebhanya-bhanya. IKapa ubukhuku becala libonwa njengesixeko esihle, mayela nenqubela-phambili enobuchule obandeleyo, inkcubeko nobuchule bokuyila. Kanti nangobuhle balo bendalo ndawonye neziphaluka zalo ezinombizane. Incam yeKapa loMzantsi Afrika ngenene ixhobile ngezinto yinto.

Sinoxanduva lokuqinisekisa ukuba eli qebengwana livuthwayo kuyobelwana ngalo de abe la mathuba axhunyelwa nguye wonk' ummi weli. Uninzi lwabafundi abaphuma esikolweni akanazakhono zifanelekileyo. Kusekho ingxuba-xaka phakathi kweenkqubo esinazo zemfundo nakwinto efunekayo

kolu qoqosho luguquka mihla le. Kuya kuthi ke ngenxa yeKapa leMfundo siya kutsho siqale ukuqwalasela izikhewu ngobuchule obukhulu.

IKapa elihlumayo lisixhobisa ngesicwangciso sokuhlumisa ezoqoqosho ngokuthi kwandiswe amagalelo athile kumacandelo aphambili, ingakumbi amaziko-zobonelelo kunye nezakhono, apho imalike iyodwa nje ithi isilele ekuxhobiseni. Esona sibonelelo singundoqo ebesisoloko sisilela esifana neziko elaziwa ngokuba yiConvention Centre, amaziko e-oyile negesi kunye namaqonga ezemidlalo bhanya-bhanya athathwa njengayimfuneko ukuze kupheliswe ingqesho ebakho ngexesha elithile lonyaka kuphele, kuvezwe ingqesho eya kubakho unyaka wonke.

UMphathiswa wezeMali nezoPhuhliso loQoqosho unoxanduva loPhuhliso lwezoQoqosho. Oku kubandakanya amacandelo oPhuhliso lwezoRhwebo, uPhuhliso loLungelelaniso lwezoQoqosho neMimiselo yezoShishino. Kananjalo oku kubandakanya uxanduva lokujongana norhwebo nokukhuthazwa kotyalo-mali, ndawonye neBhodi yezoTywala. UMphathiswa wezoLimo, ezoKhenketho noNgcakazo usisiPhatha-mandla soLawulo esinoxanduva, olubandakanya imisebenzi ekukho phakathi kwayo, yonke imisenezi yezolimo yephondo, iKhenketho noNgcakazo. Umsebenzi wezokhenketho ubandakanya uPhuhliso lwezoKhenketho neMimiselo kunye namathuba orhwebo ngokhenketho nezifumana inkxaso kwiBhodi yozeKhenketho kungoku nje, kananjalo nokukhuthazwa kweziko ekuthiwa yiCape Town International Convention Centre. Uphuhliso lwaMacandelo ezoRhwebo kunye nezokhenketho lweSebe lezoPhuhliso loQoqosho kunye noKhenketho ngawo ajongene nale misebenzi.

ICandelo elitsha, iKnowledge Economy ne E-government lasungulwa ngo-2001 ukuze kusetyenziswe iinkqubo ze e-government kweli phondo.

NjengeSiphatha-mandla soLawulo seli Sebe, sizibophelele kwimimiselo yokuxhobisa, ukunciphisa intswelo nakwasicwangciso esidityanelweyo ukuze sizimilisele iinkonzo esiziqhubayo kwanokuhlangabezana neemfuno zabaxhamli. Isicwangciso esinaso sigxile kuzo zonke izicwangciso-qhinga, amacebo, imisebenzi neenkqubo kunye nezibonelelo ukuze siphumeze izinto ezingundoqo zokuqhutywa kweenkonzo zeli Sebe.

Siya kuqinisekisa ukuba sisoloko sibeke iliso sikwazihlola neenkqubo ezenziweyo kwaye siya kunika ingxelo ngeziphumo ezithe zafunyanwa. INTloko yeli Sebe izibophelele nayo kanti nabasebenzi bazibophelele nabo ngokunjalo kwinqanaba ngalinye ukuqinisekisa ukuba ifmuno zabaxhamli bethu ziyaziwa kwaye ziyaqwalaselwa. Eyona njongo imandla yeli Sebe ke ngoko, kukuzamela kwanokuzixabisa iinkonzo ezibalaseleyo eziqhutywayo. Eli xabiso liyangqineka kwimigaqo-nkqubo, izicwangciso, iinkqubo nendlela yokuziphatha yesebe. Sikholelelwa ekubeni sikhuphe isicwangciso sokusebenza seli Sebe njengoxwebhu loluntu linyathelo lokuqala elibalulekileyo kule nkqubo yokuhlumisa iKapa, ukuze wonk' ubani axhamle.

E Rasool

**MINISTER OF FINANCE AND ECONOMIC DEVELOPMENT/MINISTER VAN FINANSIES EN
EKONOMIESE ONTWIKKELING/UMPHATHISWA WEZEMALI NOPHUHLISO LWEZOQOQSHO**

DATE/DATUM/ UMHLA:

J Gelderblom

**MINISTER OF AGRICULTURE, TOURISM AND GAMBLING/MINISTER VAN LANDBOU,
TOERISME EN DOBBELARY/ MINISTER VAN LANDBOU, TOERISME EN DOBBELARY**

DATE/DATUM/ UMHLA:

OVERVIEW

The focus of the Department is to grow the economy for the benefit of all residents of the Western Cape, furthering *ikapa elihlumayo*. Working closely with national and local government to ensure synergy and maximum impact, we are moving away from a preoccupation with rules and regulations and are directing our resources to leveraging both the public and private sectors to grow and, *at the same time*, transform our economy. The growing sectors of our economy can, and must, accommodate and increase the participation of historically disadvantaged entrepreneurs in order to ensure the continued success of this thriving region at the southern tip of Africa. It is our intention to improve service delivery through empowering our team to engage with small and large, local and global economic actors in order to grow our wealth through tourism, trade and investment. But this eagerness for growth, even if equitably shared by our population, must be tempered by social and environmental responsibility. Rapid growth at the cost of social and environmental integrity is unsustainable. We therefore also work to ensure fair, predictable and safe socio-economic conditions for our consumers, tourists, traders and investors.

Results and not rules are managed, going hand in hand with accountability for performance and fraud prevention in the Department. Our committed and demographically representative workforce, as reflected in our Employment Equity plan and, together with the implementation of a performance management system, ensures outstanding delivery. The democratisation of the workplace is ongoing and is built through the empowerment and development of our employees. We have clear, measurable objectives and criteria, which will lead to focused service delivery for the improvement of citizens' economic lives. In the spirit of *batho pele*, we want to reward employees for being both innovators and on-the-ground practitioners.

We will all contribute to making the Cape great!

OORSIG

Die Departement lê die klem daarop om die ekonomie tot voordeel van al die inwoners van die Wes-Kaap te laat groei, en *ikapa elihlumayo* te bevorder. Ons werk nou met die nasionale en plaaslike owerhede saam om sinergie en die grootste moontlike impak te verseker. Ons beweeg weg van 'n beheptheid met reëls en regulasies, en rig ons hulpbronne op groei in sowel die openbare as die private sektore en *gelyktydige* transformasie van ons ekonomie. Die groeiende sektore van ons ekonomie kan en moet die deelname van voorheen benadeelde ondernemers akkommodeer en verhoog, om die volgehoue sukses van hierdie bloeiende streek aan die suidpunt van Afrika te verseker. Ons is voornemens om dienslewering te verbeter deur ons span te bemagtig om met klein en groot, plaaslike en globale ekonomiese deelnemers te werk om ons welvaart deur toerisme, handel en belegging te laat toeneem. Dié gretigheid vir groei – al word dit billik onder ons bevolking versprei – moet egter deur maatskaplike en omgewingsverantwoordelikheid getemper word. Vinnige groei ten koste van maatskaplike en omgewingsintegriteit is onhoudbaar. Ons moet dus ook billike, voorspelbare en veilige sosio-ekonomiese omstandighede vir ons verbruikers, toeriste, handelaars en beleggers verseker.

Resultate word bestuur, nie reëls nie, en dit gaan hand aan hand met toerekenbaarheid wat prestasie betref, asook die voorkoming van bedrog in die Departement. Ons toegewyde en demografies verteenwoordigende werkmag – soos uit ons Indiësnemingsbillikheidsplan spreek – en die inwerkingstelling van 'n prestasiebestuursplan, verseker uitstaande lewering. Die demokratisering van die werkplek vind gedurig plaas, en word deur die bemagtiging en ontwikkeling van ons werknemers vermag. Ons het duidelike, meetbare doelwitte en maatstawwe, wat dienslewering met 'n sterk fokus op die verbetering van inwoners se ekonomiese lewens tot gevolg sal hê. In die gees van *batho pele* wil ons werknemers beloon omdat hulle sowel vernuwers as voetsoolvlakpraktisyne is.

Ons wil almal daartoe bydra om die Kaap tot sy reg te laat kom!

AMAGQABANTSHINTSHI

Eyona nto lijolise kuyo eli Sebe kukuhlumisa ezoqoqosho ukuze kuxhamle bonke abemi beNtshona Koloni, kukhuthazwe ukuhambela phambili kweKapa eliHlumayo. Ukusebenzisana norhulumente wesizwe nowenqila kukuqinisekisa intsebeniswano kunye negalelo elikulinganiselo ophezulu, siyashenxa ekubophelelekeni kwimithetho nayimimiselo ngoku sijolise izibonelelo esinazo ekuncedeni icandelo lorhulumente kunye nelamashishini azimeleyo ahlume, kwangaxeshanye sense inguqulelo kwezoqoqosho. Ukuhluma kwamacandelo ezoqoqosho, kunganako ukubonelela kwaye kufuneka kwandise intatho-nxaxheba yosomashishini ababesakungani kwa thuba kwixa elingaphambili khon' ukuze kuqinisekise ngempumelelo yeenkonzo eziqhutywayo kwincam esemazantsi eAfrika. Yinjongo yethu ukuphucula iinkonzo eziqhutywayo ngokuxhobisa igqiza lethu ukuba lisebenze kunye nabathathi nxaxheba kwezoqoqosho abancinane, abakhulu, abakweli nabehlabathi ukuze kukhule indyebo ngezokhenketho, urhwebo notyalo-mali. Kambe oku kuzimisela kungaka ekukhuleni, kwabelwane ngalo ngokolungelelaniso nangakulingana phakathi kwabantu, kufuneka komelezwe kukusingatha uxanduva lwezentlalo nezendalo. Zinyuke ngokuzunzileyo iindleko zentlalo nobulungisa kwezendalo. Ke ngoko, sikwasebenzela ukuqinisekisa iimeko ezifanelekileyo, ezithelekelekayo nokhuseleko kwezoqoqosho lwezentlalo sisenzela abaxhamli, abakhenkethi, abarhwebi nabatyalizi-mali.

Kujongenwe neziphumo ingeyiyo imigaqo, ehambelana nokuthwala uxanduva malunga nendlela oqhutywa ngayo umsebenzi ndawonye nokuthintelwa kobuqhetseba kweli Sebe. Abasebenzi abasebenza ngokuzimisela kwanabangabameli bezedemografi / ukuncipha nokwanda kwabantu, njengoko kuchaziwe kwisicwangciso soLungelelaniso kwezeNgqesho ndawonye nokuphunyenza kwenkqubo ejongene nendlela oqhutywa ngayo umsebenzi, eqinisekisa indlela ebalaseleyo ezenziwa ngayo iinkaubo. Kuyaqhutywa nokwenziwa kweendawo zokusebenza zilungele wonke umntu kwaye zisekwe ngokwendlela ebaxhobisayo nebaphuhliso abasebenzi. Sinemiba engundoqo kwanemigaqo ecacileyo elandelwayo, eya kuthi isithathe isibeke ekuqhutyweni kweenkonzo ekujoliswe kuzo ukuphucula ubomi bezoqoqosho lwabemi beli. Ngokomyala *webatho pele*, sijonge ukubawonga abasebenzi ngenxa yokuba namandla nobuchule bokuyila ngokubhekiselele kubasebenzi abasezantsi.

Sonke siya kuba negalelo esilenzayo ekwenzeni iKapa libe lelodumo!

LF Platzky

**ACTING HEAD: DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM/
WAARNEMENDE HOOF: DEPARTEMENT VAN EKONOMIESE ONTWIKKELING EN TOERISME
/ IBAMBELA NTLOKO: LESEBE LOPHUHLISO LWEZOQOQOSHO NOKHENKETHO
(ACCOUNTING OFFICER/REKENPLIGTIGE BEAMPTTE/ IGOSA LENGCACISO)**

DATE/DATUM/ UMHLA: :

1 VISION

A dynamic, socially and environmentally responsible world class economy which actively addresses poverty in the Western Cape.

2 MISSION STATEMENT

The Department is committed to the active promotion of an environment conducive to rapid and sustainable growth which will result in a world-class economy for the equitable benefit of all the inhabitants of the Western Cape. We assist in the growth and transformation of our economy – both to grow the Cape and to share it more equitably. We aim to offer a user-friendly service to the generators of economic development, large and small, local and global.

3. STRATEGIC GOALS

To facilitate the establishment and maintenance of a strong, dynamic and socially responsible economy for the benefit of all residents of the Western Cape by:

- ❖ broadening the ownership base of the economy to include small and medium, black and women-owned businesses
- ❖ enhancing productivity, skills development, innovation, job and wealth creation
- ❖ ensuring a fair, predictable and regulated business environment
- ❖ enhancing effective co-ordination, communication, networking and partnerships between all stakeholders, and
- ❖ ensuring the effective marketing of tourism, trade and investment opportunities globally and locally.

To play a leading role in the drive to get the Western Cape online, to ensure that the province, its citizens and its businesses (SMME's in particular) derive maximum benefit from the knowledge economy.

and finally,

To provide excellent support services to the line function of the Department and its clients.

4. DEPARTMENTAL ETHOS/ VALUES

Our working environment is guided by the following principles:

- Action-orientated
- Demand-driven
- Innovative
- Focused on public service excellence
- honesty
- Striving for international best practices
- Effective delegation
- Clear leadership
- Strategic partnerships
- Utilising the best technology
- Staff development

5. LEGISLATIVE AND OTHER MANDATES

These core objectives are based on the following constitutional and other legislative mandates, functional mandates and the service delivery improvement programme:

Administration

Western Cape Finance Act (Annually)

Public Finance Management Act, 1999 (Act 1 of 1999 as amended by Act 29 of 1999)

Division of Revenue Act, 2001 (Annually)

Public Service Act, 1994 (Act 103 of 1994) and Regulations, 2001

Labour Relations Act, 1995 (Act 66 of 1995)

Basic Conditions of Employment Act, 1997 (Act 75 of 1997)

Adult Basic Education and Training Act (Act 52 of 2000)

Skills Development Act, 1998 (Act 97 of 1998)

Skills Development Levies Act (Act 9 of 1999)

National Archives Act, 1996 (Act 43 of 1996)

Promotion of Access to Information Act, 2000 (Act 2 of 2000)

Occupational Health and Safety Act, 1993 (Act 85 of 1993)

Collective agreements

National Treasury Regulations

Tender Board Regulations

Provincial Treasury Instructions

Administrative Justice Act, 2000 (Act 3 of 2000)

National Constitution, 1996 (Act 108 of 1996)

Western Cape Constitution, 1996 (1 of 1998)

Western Cape Direct Charges Act, 2001

Western Cape Appropriation Act, (Annually)

Unemployment Insurance Act (Act 30 of 1966)

Public Holidays Act, 1994

Government employees Pension Law, 1996

Compensation for Occupational Injury and Diseases Act, (Act 130 of 1993)

Employment Equity Act, (Act 55 of 1998)

Provincial Tender Board Act (Act 8 of 1994)

Preferential Procurement Policy Framework Act, (5 of 2000)

South African Qualifications Act (Act 58 of 1995)

South African Qualifications Regulations

Further Education and Training Act (Act 98 of 1998)

General and Further Education and Training Quality Assurance Act (Act 58 of 2001)

Employment of Education and Training Act (Act 76 of 1998)

Income Tax Act, 1962 – 4th standard

Enterprise development and Tourism

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

Liquor Act, 1989 (Act 27 of 1989)

Businesses Act, 1991 (Act 71 of 1991)

Western Cape Tourism Act (Act 3 of 1997)

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

Tourism Second Amendment Act (No. 70 of 2000)

Consumer Affairs (Unfair Business Practices) Act (will be passed in 2002)

National Small Business Act (1996)

Municipal Systems Act (2000)

Municipal Infrastructure Act (2000)

During the year the following new legislation will be introduced:

- A Tourism Registration Act aimed at mandating all tourism businesses to register. The Act will require tourism enterprises to adhere to basic minimum standards and will make provision for them to be listed on a marketing database.
- A new institutional framework act to replace the Wesgro Act of 1996 and Western Cape Tourism Act of 1997. This will be aimed at joint marketing, to promote tourism, trade and investment through partnerships between province, local government and the private sector.
- Provincial Liquor Act

Knowledge Economy and E-Government

Section 32 of the Constitution of SA

The Promotion of Access to Information Act of 2000

Electronic Communications & Transactions Act (Act 25 of 2002)

E-Government policy (DPSA 2001)

Preparing the Western Cape for the Knowledge Economy of the 21st Century (May 2001)

Roadmap for e-Government in the developing world (DPSA - 25 May 2002)

Handbook on Minimum Information Interoperability Standards (DPSA – 25 May 2002)

6. ACHIEVEMENTS DURING THE PAST YEAR (2002/03)

Corporate services

Since the Department only came into being on 1 August 2002 without a corporate component, much time was spent creating the component within the restrictions of Bargaining Council resolution 7 of 2002. Policies of the original Department of Economic Affairs, Agriculture and Tourism were adopted and will be revisited as soon as the necessary capacity for the corporate component is established.

The base document for iKapa Elihlumayo was written and a user-friendly methodology for an economic development strategy, in the form of a matrix, was developed and well received by other spheres of government and the private sector.

Enterprise development

The adoption of the White Papers on “Preparing the Western Cape for the Knowledge Economy of the 21st Century” and “Sustainable Tourism Development and Promotion in the Western Cape” established the work programme for implementation.

The Standing Committee on Finance and Economic Development held public hearings to obtain comments on the provincial Green Paper on Liquor Licensing and provided the Minister of Finance and Economic Development with a report in this regard. Following the approval by the National Cabinet of a National Liquor Bill, the Minister instructed the Department to proceed with the drafting of a Provincial White Paper and draft legislation on liquor licensing. In collaboration with other authorities, measures were developed to provide training of persons entering the liquor industry and education of the public on the negative social aspects of alcohol abuse.

The network of funded consumer advice offices and own staff was expanded to provide for consumer education and complaints handling. The Consumer Affairs (Unfair Business Practices) Act was passed by the Provincial Parliament to provide for consumer protection measures.

The year began in earnest with the First phase of the Integrated Development Planning process (IDP) for all local government authorities. We assisted with the assessment of 5 District and 30 B-Municipalities IDPs. In addition, we have worked closely with these local authorities by providing technical advice on economic development and strategy, through IDP workshops, meetings, forums, task & sector groups. A round of presentations were also done to the district municipalities, on the provincial economic development policy to which they must align themselves.

The first Hydroponic farming greenhouse was established in the province, employing 14 facility workers, of which 11 are women, in Beaufort West. The Wupperthal Tea Court was assisted in expanding its facility to accommodate its increased production capacity to produce rooibos tea. 37 temporary workers were employed in the construction phase; long term jobs created increased from 5 to 10, of which 3 are women; the number of small farmers now utilising the facility is 171 small farmers of which 60 are women. Skills development training was provided and accredited to 11 people at the liquorice extraction facility in Dysseldorp. The Kannaland municipality was assisted in the establishment of a dried fruit factory in Van Wyksdorp to empower the local community in stimulating economic development for their region. In supporting local authorities with their economic development responsibility, 5 District and 30 B-Municipalities were assisted through assessment of their integrated development plans for their regions, and then further technical support provided through the course of the year.

The directorate Economic Development Co-ordination directly assisted close to 300(walk-in/phone -in clients) small business people with advice on access to finance(74), training (15), linkages(16) general information (96) and start-up businesses (98). We assisted four

businesses in the clothing industry to link with big businesses, capacitated 25 service providers, have drawn up 27 business plans for start-up businesses and have involved 26 schools in entrepreneurship. Small business development funds were provided to twelve micro businesses and business information was made available through a total of twenty seven library business corners and 10 000 information booklets translated into three languages.

Through two tertiary institutions, namely Peninsula Technikon and the University of Stellenbosch, 61 potential entrepreneurs were provided with business plan development training, of which 37 persons were disabled.

Co-ordination between different departments with the emphasis on the facilitation of economic development was promoted with the focus on the implementation of the Knowledge Economy White Paper. Sustainable economic development projects were established through an effective evaluation and monitoring system.

The Directorate Industry Development continued working with, and strengthening key growth sector initiatives. The key sectors supported during the year were organics, furniture, call centres, bio-technology, clothing, film and oil and gas. Considerable successes were achieved with a number of these. A training programme and major conference were held in the organics sector; the Cape Bio-tech Initiative was launched, and it won the tender to run a R150 million incubator by the Department of Science and Technology. A R5 million feasibility study was initiated with Eskom around the potential of creating Cape Town into an oil and gas service hub, and a highly successful oil and gas mission to the US was facilitated; an SMME textile trading house was funded as a pilot project; a background investigation done on the potential role of provincial government in the furniture industry. Overall the most important outcome was the stimulation of private sector “energy” around furthering collaboration and partnerships for development within the sectors.

The Directorate continued to play a key role in a number of sector bodies, such as in steering the Cape Film Commission through a troubled period, and it has now become a recognised force in the industry. The Department has also facilitated the launch of a process to establish a film studio in Cape Town. The Cape MAC (Manufacturing Advisory Centre) continued its successful roll-out, and exceeded the targets set out by the province and board during the year. It has now become a central part of the province’s SME support network. The directorate also continued to play a role in the development of the Cape IT Initiative (CITI) and funded a comprehensive study on the lessons learnt during the formation of the organisation.

Through the Integrated Development Planning process and the Learning Cape Festival, partnerships were cemented with the Cape Higher Education Consortium (CHEC), tertiary institutions, other provincial and national departments, organised labour, business and NGO’s. Such was the level of support for the Learning Cape Festival that the partners have called for the establishment of a permanent vehicle to draw the education and training providers together.

The Department spearheaded a month-long presence at the Epcot Food and Wine Festival, profiling Cape Cuisine, wine, craft, tourism and conservation to 1,5 million visitors.

Close co-operation existed between the national department of Trade and Industry (DTI) and support was provided for the marketing of the incentive programmes and the provincial road show held in August and September. The directorate has also played a central role in driving an initiative to look at the impact of HIV/AIDS on the economy, and for developing innovative strategies to create awareness to counter the effects of the pandemic.

Through the Cape Town Regional Chamber of Commerce and Industry the Export Development Programme was expanded and upgraded considerably, with a firm relationship with national government. Sixty companies were put through the programme during the year, and the new mentorship scheme was launched for these companies. A key achievement was

the launch of the South Cape Export Development Centre, and the establishment of strong relationships with the Southern Cape. A close working relationship was maintained with WESGRO during its restructuring, to ensure that their work is more focused on core tasks of investment promotion.

Tourism

With the finalisation of the tourism policy, a partnership with local government and the private sector was established in the form of the Joint Marketing Initiative to bring synergy and to overcome the fragmentation in the tourism industry and to link it clearly with trade and investment promotion through a joint marketing strategy. The department has also been active on the Interim Management Committee for joint marketing, which brings together organisations and agencies involved in promoting tourism, events, the film industry and trade and investment in the Western Cape, through common branding and shared services.

The Cape Town International Convention Centre is nearing completion, providing the province with a facility to stimulate entrepreneurship amongst local people, open opportunities for the growing meetings and incentives market, contribute towards job creation in the city and spread tourism to rural areas.

The Western Cape Integrated Tourism Development Framework was launched and roadshows were held in the regions to communicate the implications for implementation to local government and relevant departments. Implementation began in three of the identified 10 priority nodes in the province – the Foreshore, Cape Agulhas and the Cape Flats.

Initiatives to fund projects from national poverty relief funds in co-operation with the Department of Environmental Affairs and Tourism were managed on behalf of the Griqua Ratelgat Development Trust for product development, Elands Bay for infrastructure and accommodation and the establishment of a training centre and outlet for arts and crafts in Ceres. The West Coast Investment Initiative saw the facilitation of 10 projects in excess of a million rand, provided by the DTI.

Entrepreneurship support programmes were taken further, including the Tourism Help Desk Programme, which held forums every quarter. SMME workshops hosted throughout the province provided opportunities for emerging entrepreneurs to develop their businesses. A handbook, “Facilitating Entrepreneurship in Tourism” was produced and distributed. Small tourism businesses were given the opportunity to promote their products at the “Western Cape Tourism Showcase – Exploring the Undiscovered Gems” held at Grand West Casino during 2002. During the Showcase the Western Cape Chapter of the Africa Travel Association was launched with a departmental representative as chair.

The department was privileged to co-host and participate in the successful “Responsible Tourism in Destinations: Shaping sustainable spaces into better futures” conference which preceded the World Summit on Sustainable Development in August 2002. The conference was attended by over 250 delegates from around the world. The programme included site visits along five routes into the hinterland focusing on applying the principles of responsible tourism to build capacity of site managers to achieve the triple bottom line of economic, social and environmental sustainability.

The Cape Craft and Design Institute, co-funded by the department in order to sustain and maintain the holistic support they provide to crafters, achieved outstanding results in profiling and selling over R600 000 of Western Cape craft at the World Summit on Sustainable Development, Epcot and the North Sea Jazz Festival.

The system for registering tourist guides was finalized. Along with a campaign aimed at encouraging illegal guides to register; more than 2000 guides were registered in the Western Cape. A newsletter was introduced as the first step in a two-way communication plan to assist and empower guides.

Two deaf people were trained as tourist guides using sign language as their language of communication in a train-the-trainer project in collaboration with Theta and the Cape Technikon.

The Tourism Human Resources Development Framework was developed in order to promote tourism excellence and to open opportunities for marginalized communities. It will give strategic direction to both the private and the public sector on the required intervention with respect to tourism skills development. This is aimed at providing entry into the tourism industry for people from historically marginalized backgrounds and consultation with stakeholders has already taken place.

Thirteen students from previously disadvantaged groups are benefiting from bursaries to attend the Hotel School of the Cape Technikon as part of the department's commitment to bridging the skills gap.

Forty-two schools participated in a competition to raise awareness of tourism and entrepreneurship and the winning project was turned into a business opportunity.

The department has been supporting the Department of Education in establishing travel and tourism as a school subject and is involved in monitoring the progress of schools offering tourism as a subject.

Proposals have been made to introduce a mandatory system of registration of tourism businesses to address quality and standards in the industry.

The Western Cape Tourism Road Signage Framework was launched, introducing signage as part of the information provisioning strategy in line with national and international standards for the sector. Implementation plans have been developed for two pilot areas - Route 62 which traverses four regions, and the West Coast because it links the metropole with a less developed area of great potential and economic need. Plans for these two areas were finalized for implementation by the Transport and Public Works department.

The Eden Country Route and the Hops Country Route are two community routes that have been assisted, the latter specially to coincide with the President's Cup in 2003 to be held in George. Three Regional Tourism Liaison Committees have been formed to handle applications and issuing of signs at regional and local level.

A Tourism Safety and Security Strategy has been finalized after being workshopped with all stakeholders. Implementation is underway and a Crisis Communication Manual is also being formulated. A multi-lingual leaflet, "Helpful hints to make your stay enjoyable and safe" has been widely circulated to assist and empower tourists on safety measures. A Tourism Safety and Security Task Team has been formed to feed into the Western Cape Safety Forum with critical matters of safety and long-term plans.

Financial support was provided to the Western Cape Tourism Board to market and promote the province, the various regions and tourism products.

A Ministerial Task Team on Air Access was chaired. The report is to be made public.

Good relations with both national and local government were improved. Joint development and marketing initiatives particularly with Cape Town's Economic Development and Tourism proved particularly fruitful.

Knowledge Economy and E-Government

Office space was completed this financial year, equipment acquired as well as staff appointed. The establishment of a resource centre and a call centre commenced and the development thereof is on schedule. A transversal data model was completed detailing all government information and inter relationships. The development of the content management system was completed to ensure government information is captured and maintained in a well structured format so as to be useful and accessible to all stakeholders. A fully functional Portal Task Team and e-government champions in all Departments were established. A partnership with the City of Cape Town, and a framework for other government entities regarding the formalisation of the Cape Online forum were established, as well as published in the public sector web sites catalogue, the Cape Online Symposium report, visual standards for KEEG and Cape Gateway and a detailed communications strategy for the Branch. The Branch was represented at the KKNK and a number of other exhibitions promoting e-government awareness and KEEG. The Branch also provided funding and support for development of the Information Communication Technology (ICT) cluster.

7. SUMMARY OF SERVICE DELIVERY ENVIRONMENT AND CHALLENGES

7.1 Summary of Appendix One

Policy changes are brought about largely by changes in the global economy and the recent entry of South Africa into world markets. With increased global competition, the Department is called upon to support and lead sectoral reform in the more traditional manufacturing areas such as clothing and textiles and furniture making. New sectors including ICT, oil and gas, boat building and tourism require thorough understanding, support for historically disadvantaged people entering the sectors and effective marketing of the opportunities.

Partnerships with other sphere of government and the private sector are critical for success. The Learning Cape will be actively promoted to ensure employability in a global economy.

A more responsible approach to the consumption of alcohol is essential for the well being of the people of the Western Cape and the Liquor White Paper should facilitate the process of change in this area.

7.2 Critical external Challenges

Critical challenges that the department faces arising from the external environment indicated by a SWOT analysis, in no order of priority, as well as the broad strategies/responses the department is following in response :

External communication:

- Prioritise communication with stakeholders
- E-enabled communication
- Improve staff communication skills
- Action plan for departmental communication

Responsiveness to changing environment:

- Promote research capacity
- Apply Best Practices and innovative solutions
- Focus management on optimally using I-net
- Monitor departmental impact
- Ensure alignment of public entities

Inter- and intra departmental synergy:

- Use existing organisational instruments effectively
- Engage to interpret and understand policies
- Promote department as a learning organisation
- Team building across departments

Funding:

- Lobby for more funds
- PPP's/co-funding
- Leverage funds strategically
- Seek alternative funding sources (levies/taxes/loans/tariffs)
- Review standards and norms and increasing efficiency

Co-operative governance:

- Discuss principle and practice
- Asymmetric approach in relation to capacity
- Promote principle of subsidiarity
- Promote effective functioning of inter-governmental forums
- Team building across spheres of government

International competitiveness:

- Learn from real time global and local economic information and trends
- Promote technology and research
- Customer orientation
- Speed-up service delivery
- Promote branding
- Employ and keep talented officials
- Match education and training to economic needs
- Establish international contacts regarding technology and trade

Client orientation:

- Gather, save and analyse knowledge about clients' needs
- Ongoing measurement of service quality and client satisfaction
- Establish clear lines of communication with clients
- Efficient and effective service delivery

Narrowing the wealth gap:

- Deepen understanding of White papers' and other applicable policy documents implications with all stakeholders
- Establish strategic partnerships to facilitate job creation
- Focus on sustainable projects within defined programmes
- Access poverty funding for job and wealth creation
- Address seasonality of economy
- Focus on gender and geographic disparities

8. SUMMARY OF ORGANISATIONAL ENVIRONMENT AND CHALLENGES

8.1 Summary of Appendix Two

As a new Department established on 1 August 2002, staffing and the introduction of comprehensive systems of management and control are prioritized.

Within the prescripts, negotiated agreements and Employment Equity Plan, posts will be filled as soon as possible with the most experienced, skilled and creative staff available in the labour market.

Service delivery, in this case, job and wealth creation for the benefit of all residents of the Western Cape is the Department's priority.

Information systems, asset controls and compliance with the PFMA are prioritized

8.2 Critical internal Challenges

Critical challenges the department faces arising from the internal environment indicated by a SWOT analysis:

Recruitment and retention of staff:

- Shorten recruitment process
- Deploy staff effectively
- Maintain an attractive/professional environment
- Invest in staff
- Comply with Employment Equity Plan

Internal communication:

- Communicate regularly
- Encourage debate
- E-enabled communication
- Increase communication skills

Organizational structural deficiency:

- Settling of new department
- Optimal staff quality and quantity

- Move to new building with City and national departments

9. STRATEGIC OBJECTIVES

The department will pursue the following corporate objectives:

(1) Service delivery

To facilitate the establishment and maintenance of a strong, dynamic and socially responsible economy for the benefit of all residents of the Western Cape.

To play a leading role in the drive to get the Western Cape online, to ensure that the province, its citizens and its businesses (SMME's in particular) derive maximum benefit from the knowledge economy.

(2) Management/organisation

To provide overall leadership, management, administrative and functional support for the Ministries and the department in accordance with best internet practice and applicable prescripts.

(3) Financial management

To ensure sound financial management, full compliance with the Public Finance Management Act and other relevant financial prescripts.

To eradicate corruption through the implementation of a Fraud prevention plan.

(4) Training and learning

To empower and develop staff to enable them to provide world-class service for the growth of the Learning Cape economy.

The department will pursue the achievements of the core objectives as follows:

1. Programme: <i>Administration</i>			
Subprogramme	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
1.1 Corporate affairs	10 016	8 621	8 826
Total Programme 1	10 016	8 621	8 826
2. Programme: <i>Enterprise Development</i>			
Subprogramme	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
2.1 Business Regulation	6 881	6 505	6 783
2.2 Industry Development	8 055	7 920	8 678
2.3 Economic development co-ordination	8 576	9 646	10 069
Total Programme 2	23 512	24 071	25 530
3. Programme : <i>Tourism</i>			
Subprogramme			
3.1 Tourism Development	36 185	13 329	13 341
3.2 Tourism Regulation	4 537	3 888	4 707
Total Programme 3	40 722	17 217	18 048
4. Programme: <i>Knowledge Economy and E-Government</i>			
Subprogramme	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
4.1 Cape Gateway	3 305	5 832	5 720
4.2 Cape Online	3 169	5 901	6 622
Total Programme 4	6 474	11 733	12 342

Sub-programme 1.1: Corporate affairs							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
Ensure full compliance with the Public Finance Management Act and other relevant financial prescripts	To direct, advise, control and co-ordinate all financial activities in the Department	<p>The completion of the Departmental Strategic Plan</p> <p>The monitoring of the success of the Fraud Prevention Plan</p> <p>The completion and review of all financial reports</p> <p>Accurate tariff register</p> <p>No debt in the Department</p> <p>Accurate inspections and audits to ensure adherence to the legislative framework</p>			<p>Through the availability of financial and support staff reports comply in all respects to the prescripts and for these to be compiled and tabled by the dates as specified in the Act and Regulations.</p> <p>Budget compliance</p> <p>Clean Auditor-General Reports</p> <p>At least on an annual basis conduct a financial inspection at each office, public entity and institution of the Department</p>		<p>Departmental Accountant inspections</p> <p>Monthly and Annual Financial Reports</p> <p>Auditor-General Reports</p> <p>Budget variance analysis</p> <p>Branch Service Level Agreements</p> <p>Performance Agreements</p>

Audit reports – indicated as qualified or unqualified

Financial inspections – indicated as number of inspections conducted

2001 actual	2002 estimated	2003 target	2004 target	2005 target
N/a	unqualified	unqualified	unqualified	unqualified
N/a	6	10	10	10

Sub-programme 1.1: Corporate affairs (continued)							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
Render a professional management and administrative support service to Branches and other stakeholders.	To develop, review and implement transversal and transparent policies throughout the Department.	Compliance with written policies and strategies Implementation through training and advice Empowered and enabled staff who deliver high quality service		The number of policies developed and reviewed to ensure alignment with changing departmental needs Number of labour relations interventions Number of training interventions in line with the workplace skills plan 1 full time and 5 part time bursaries for staff	The continuous review of the extent that excellence and equity is achieved in the recruitment and retention of staff. Compliance with regulations	Deadlines adherence	Performance Agreements Auditor-General Reports

Sub-programme 2.1: Industry development							
Objective	Strategy	Output	Performance Measure				System used to monitor progress
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	
Competitive emerging manufacturers	Fund and guide the Cape Manufacturing Advisory Centre (MAC) as the key delivery mechanism.	Enhanced productivity, more jobs created.	R800 000	150 firms supported 1000 jobs created	System in place whereby Board Members contact companies assisted to check on quality of services offered.	Business plan reflects quarterly targets.	Quarterly meetings and reports disaggregated by gender from Cape MAC Board to Branch.
Collaborative, growing sectors	Work with, network and actively fund regional industry bodies in targeted sectors.	Improved co-ordination, greater co-operation, increased exports and job creation.	R125,000 + leverage through Ikhapa Elihlumayo	Support 5 sector initiatives. Facilitate 15 sector workshops. 2 new vibrant industry bodies formed	Number of industry participants willing to invest time in initiatives. Attendance at workshops. Membership base of industry bodies.	To be achieved by 31 March 2004.	Monitoring and evaluation reported to monthly Programme Evaluation Meeting (PEM) Industry bodies to submit quarterly reports on targets and performance.
Key interventions within targeted sectors	Support and fund initiatives and projects emanating from targeted sectors and research.	Decreased infrastructure blockages, improved innovation and (retained) skills. Collaborative marketing and increased exports.	R 0 (Ikhapa Elihlumayo)	15 new sector projects initiated and supported.	M&E system to monitor performance according to targets and measures as set out in business plan of each project.	To be achieved by 31 March 2004.	Monitoring and evaluation reported to monthly PEM. Project managers to submit quarterly reports on targets and performance.
Accessible national incentives	Joint road shows, distribution of information, referral service to and close cooperation with national Department of Trade and Industry (DTI).	Greater number of companies from the Western Cape accessing incentives, investing in new capacity and skills development.	Personnel cost attached to post of AD.	Facilitating access to 150 firms per year	Follow up with companies regarding service and success in accessing incentives.	To be achieved by 31 March 2004.	Quarterly statistics and monitoring and evaluation reported to monthly PEM

Sub-programme 2.1: : Industry development							
Objective	Strategy	Output	Performance Measure				System used to monitor progress
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	
Increased foreign direct investment (FDI)	Fund, monitor, and provide strategic direction to the implementing agency	Increased number of strategic targeted investments located in Western Cape.	R1 000 000	R500 million new investment p.a. 1000 direct jobs p.a.	Follow up on service satisfaction with investors and potential investors who decided not to invest.	To be achieved by 31 March 2004.	Performance agreements between agency and Branch Quarterly reports
Increased exports	Fund, monitor, and provide strategic direction Support trade facilitation through joint Marketing	Greater value of exports and number of exporters (particularly black and women).	R2 500 000	Double value of Cape exports 4000 direct jobs p.a.	Strategic and new niche markets Links to tourism, investment	To be achieved by 2005	Performance agreements Quarterly reports
Competitive emerging exporters	Ongoing refinement of Export Development programme (EDP)	Increased number of exporters (particularly black and women) Value of exports Increased export activity in all sectors	R200 000	Intensively support 50 emerging exporters per year through the EDP (at least 60% of which to be previously disadvantaged)	Feedback from the companies who participate on the course will be built into the course itself.	To be achieved by 31 March 2004.	Project managers to submit quarterly statistics (disaggregated by gender and urban/rural), monitoring and evaluation reported to quarterly PEM
Increased opportunities for export	Market new trade agreements negotiated by national government Market new national trade incentives. Drive the approval for an IDZ for the province	Greater value of exports and number of exporters (particularly black and women). Increased usage of incentives	own staff	3 well attended workshops on trade agreements Facilitate information and support to 120 exporters (particularly black and women) per year.	Attendance at workshops and feedback from companies attending as well as system to follow up on enquiries to ensure that enquiries were adequately addressed.	To be achieved by 31 March 2004.	Quarterly statistics, monitoring and evaluation reported to quarterly PEM

Sub-programme 2.2: Business regulation							
Objective	Strategy	Output	Performance Measure				System used to monitor progress
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	
A socially responsible and effective regulatory framework that provides equity and predictability in the provincial business environment.	Effective and speedy resolution of majority of consumer complaints	Satisfied consumers	R2 287 000	6000 complaints attended to	Increase in number and level of service	Monthly (ongoing)	Monthly statistics and reports disaggregated by gender and urban/rural to Programme Evaluation Meetings (PEM) With monthly monitoring of consumer advice offices and own staff Monthly monitoring of information sessions held and responses to material distributed
	Consumer awareness campaigns	Target audience of previously disadvantaged reached	R 270 000	10 000 persons directly reached	Increased numbers reached	Monthly (ongoing)	
	Implementation of provincial consumer protection legislation and establishment of subsequent structures	Establishment of consumer tribunal and regular hearings	R100 000	20 cases resolved	Satisfactory resolution of majority of consumer tribunal cases	March 2004	
	Promulgation of provincial liquor legislation and establishment of subsequent structures	Establishment of liquor licensing authority with provincial and local authority structures	R50 000	R3.7mil in income	Increase in amount of liquor licence revenue generated.	March 2004	
	Maintaining an effective and socially responsible liquor licensing system	A socially responsible effective and efficient liquor licensing system	R2 331 000	1500 applications considered 20 complaints cases considered	Increase in: 1.number of applications 2. number of complaints attended to	Monthly (ongoing)	
	A multi-disciplinary and interdepartmental education, training and awareness system to combat alcohol abuse	A more productive and safer society	R500 000		Decrease in violent crime (particularly for women and children) and road accidents	March 2004	

Sub-programme 2.3: Economic development co-ordination							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
The promotion of economic development, income and employment generation through integrated development planning in all targeted regions.	<p>Identify and fund sustainable local economic development projects linked to the Integrated Development Plans of local Authorities</p> <p>Assist local authorities with their economic development responsibility.</p> <p>Assist & commission analysis of economic structures, trends and potentials for local areas to ensure sustainable plans for targeted initiatives for the regions</p> <p>Assist local governments to establish local economic development strategies as part of its IDP through joint workshops, capacity building programmes and EDUs.</p>	<p>Number of sustainable economic development projects identified and funded</p> <p>Number of projects assisted with expert advice and interventions</p> <p>Number of projects assisted with business plan development & feasibility studies</p> <p>Number of Economic Development Units (EDUs) or structures with a similar function, created & supported to provide capacity within a municipality.</p> <p>Number of scoping exercises conducted and reports available.</p> <p>Number of economic and market analysis studies completed.</p> <p>Number of successful joint workshops with local authorities & meaningful strategy plans in place.</p> <p>Capacity building training given to local authority officials in economic development principles and practice.</p>	R1 000 000	<p>5 units (one in each district)</p> <p>3 Studies completed</p> <p>30 workshops to be held</p> <p>10 officials trained</p>	<p>Successful projects based on market analysis that can be replicated</p> <p>Local govt satisfied with functioning units and more efficient delivery time</p> <p>Verified Baseline information of regions.</p> <p>Well developed plans towards the LED Promotion strategy</p> <p>Sustainable projects linked to long term growth</p> <p>Accredited skills development</p>	End March 2004	<p>Memoranda of Agreement between Branch and local government</p> <p>Monthly monitoring and evaluation of progress reported by gender and place to PEM</p>

	Monitor and evaluate in order to improve and effectively co-ordinate functions and responsibilities with other spheres of government	Monthly reports by project managers and random site visits to be compiled into yearly report on project progress		5 Reports	Reports allow for benchmarking and determining impact , provide a barometer in project development.		
Competitive small and medium businesses in targeted sectors, particularly amongst historically disadvantaged individuals, women and rural communities To ensure broader and meaningful participation in the economy by black people in growing sectors (Black Economic Empowerment)	Use intermediaries such as institutes of higher learning, non-profit organisations, local government and other services providers, as lead agents to implement entrepreneurial support programmes and distribute information, particularly about opportunities in growing sectors	<ul style="list-style-type: none"> - Sector-focussed Mentorship programme to establish high potential small businesses - Business & entrepreneurial training for the disabled - Business plan development for start-up businesses - To develop benchmarks and guidelines to monitor the effective implementation of BEE strategy especially through procurement - Access to procurement opportunities with Tender committees 	<p style="text-align: center;">R250 000</p> <p style="text-align: center;">R100 000</p> <p style="text-align: center;">R200 000</p> <p style="text-align: center;">R300 000</p> <p style="text-align: center;">R300 000</p>	<p>20 Businesses (at least 8 women owned)</p> <p>35 disabled persons</p> <p>50 Business plans (of which at least 20 belong to women) and 10 gaining access to funding</p> <p>20 Businesses linked, value of 10 million (at least 8 women owned)</p> <p>15 linked to provincial government contracts (at least 6 women</p>	Small business growth in growing sectors where entrepreneurs are thriving	End March 2004	<p>Memoranda of Agreement with service providers</p> <p>Monthly monitoring and evaluation of implementation of agreements (male/female, rural/urban) reported to PEM</p>

		<ul style="list-style-type: none"> - Youth Entrepreneurship Programmes in schools and Business Plan Competitions - Access to equity funding and mentorship through SME Development Model - Information to small businesses through network of Library Business Corners (LBCs) - Information and seminars for SMMEs - Printed material to assist the growth of <i>Small Business</i> 	<p style="text-align: center;">R100 000</p> <p style="text-align: center;">R1 000 000</p> <p style="text-align: center;">R300 000</p> <p style="text-align: center;">R300 000</p> <p style="text-align: center;">R50 000</p>	<p>owned)</p> <p>operating in 20 schools and colleges</p> <p>20 businesses in different sectors (at least 40% women owned)</p> <p>5 new LBC's 10000 Improved copies of small business manual, translated</p> <p>Small Business Week (4 days) & workshops</p>			
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Implementation of policy by monitoring and evaluating the impact against the micro economic reform strategy and the Knowledge Economy White Paper	Use the IDP process to co-ordinate the effective implementation of policy Work with the many public and private stakeholders in the provincial economy to align their programmes with the vision and strategic framework set out in the White Paper.	effective sub directorate responsible for the implementation of policy	Own staff	Benchmark with baseline information Alignment of processes and projects with policies and strategies Maintain data on projects to inform updating strategy.	Progress reports on impact with recommendations to inform revision of policy and strategies		Reports to quarterly PEM meetings
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2001 actual	2002 estimated	2003 target	2004 target	2005 target
5 373 000	6 795 000	5 942 000	6 819 000	8 880 000

Sub-programme 2.4: Tourism							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
Integrated Tourism Development Framework (ITDF) to guide all tourism development	Assist existing structures including local government to implement the Integrated Tourism Development Framework (ITDF)	<p>Regional/local frameworks within priority areas identified from a developmental perspective, to inform partners' budgets and programmes.</p> <p>Joint development initiatives with branches, departments, other spheres of government and public sector agencies established to ensure implementation.</p> <p>User-friendly summary of the IDTF, also available on updated departmental website.</p> <p>Physical development of infrastructure ensured.</p> <p>Development of Cape Agulhas tourism development framework</p> <p>Community involvement in funded projects</p>	R1 300 000	<p>Implement at least 6 community projects identified by the ITDF.</p> <p>Implement at least 2 poverty relief projects identified by the ITDF</p>	<p>ITDF projects successfully implemented for priority areas: ---</p> <p>Successful joint development initiatives with other government departments and local government.</p> <p>Adoption of portions of the ITDF in the IDPs and other policy documents of local government in regions.</p> <p>Successful development of the Cape Agulhas Tourism Development Framework</p>	March 2004	Monthly monitoring and evaluation to Programme Evaluation Meeting (PEM), quarterly Reports and an Annual Report
Heritage sector accesses the tourism market	Work with stakeholders in other national and provincial departments to identify and develop important heritage sites/ museums	<p>Partnerships with heritage organisations and with other national and provincial government departments</p> <p>Cape Flats Tourism development plan focussing on heritage tourism.</p>	R200 000	Development of one heritage tourism plan	Implementable heritage plan	March 2004	Monthly meeting with industry partners on the project (City of Cape Town, WCTB)

Sub-programme 2.4: Tourism							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
Road Signage Framework (RSF) used throughout province	<p>Monitor progress of implementation of RSF in pilot areas.</p> <p>Implement RSF in one tourism region.</p> <p>Implement a model for information centres per RSF for gateways.</p> <p>With local government, develop a model for visitor information centres.</p>	<p>New road signs</p> <p>Buy-in from local government and inclusion of RSF in IDP process.</p> <p>Well functioning Regional Tourism Liaison Committees</p> <p>Communication of framework to all stakeholders</p> <p>Implementation of framework in identified areas.</p>	R 500 000	<p>Implementation in 2 pilot areas.</p> <p>All information centres registered</p>	<p>Reduced number of complaints about road signage.</p> <p>All information centres adhering to agreed code of conduct.</p> <p>Positive industry and tourist feedback</p>	Ongoing	<p>Monthly reports, quarterly reports to PEM and an Annual Report</p> <p>Industry and tourist feedback</p> <p>Regular liaison with Transport and Public Works Department</p> <p>Regular RTLC report backs</p>

Sub-programme 2.4: Tourism							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
A safe environment that is conducive for tourism growth.	<p>Oversee and implement tourism safety strategies in regions.</p> <p>Launch a victim support programme.</p> <p>Train and develop frontline staff of accommodation establishments to deal with victims of crime.</p> <p>Communicate widely with industry, foreign diplomats and partner agencies and departments eg SAPS</p> <p>Good communication with the media.</p> <p>Roll out tourism crises communication manual. Conduct tourism safety conferences.</p>	<p>Fewer tourists as victims of crime</p> <p>Standardised safety message for crisis communication.</p> <p>Victim support programme to assist tourists who are victims of crime.</p> <p>Good press coverage</p> <p>Implementation of tourism safety strategy at local government level.</p> <p>Effective tourism safety forum with well informed, networked and supportive industry and media.</p>	R200 000	<p>Implement Tourism safety strategy in 1 region.</p> <p>Host one conference on tourism safety</p> <p>Regular well attended meetings of Tourism Safety Task Team.</p>	<p>Reduced number of complaints by tourists and negative media reporting.</p> <p>Ability to attend to queries promptly.</p> <p>Quality, clarity and consistency of messages communicated.</p> <p>Ability to attend to the victims of crime in a prompt, efficient and supportive manner.</p>	September 2003	<p>Monthly progress, evaluation and monitoring to PEM</p> <p>Industry feedback</p> <p>Regular meetings with the task team.</p> <p>Comments received from partners.</p>
<p>Mandatory registration of all tourism businesses and information centres.</p> <p>Voluntary registration of all associated businesses.</p>	<p>Register all tourism businesses to promote quality assurance.</p>	<p>Provincial registration system for registering all tourism businesses.</p>	R100.000	<p>Legislation introduced.</p>	<p>Growth of a quality tourism industry and of employment opportunities.</p>	March 2004	<p>Monthly progress, evaluation and monitoring to PEM</p> <p>Industry feedback</p> <p>Regular meetings with the task team.</p> <p>Comments received from partners.</p>

Sub-programme 2.4: Tourism							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
A Tourism Human Resource Development Framework to promote excellence in tourism and to integrate marginalized communities into tourism	Identify and implement projects arising from the Human Resources Development framework. Forge and strengthen relationship with Theta and S.A. Tourism Institute. Promote service excellence.	In partnership with THETA, strategy for tourism education and training. Tourism career exhibition. Bursaries to deserving students. Tourism guide Transformation programme. Specialised training of tourist guides Scarce skills strategy.	R200.000	An estimated 100 previously disadvantaged individuals integrated into tourism industry. 5 Students benefiting from the bursary fund per annum.	More school children choosing tourism careers and aware of entrepreneurship opportunities. Affordable training for marginalized communities and assistance for those who cannot afford the cost of available training. Prompt service excellence.	Ongoing	Monitoring and evaluation through monthly reports to PEM. Feedback from industry.
Tourism awareness in schools	Promote tourism as a career and raise awareness Work closely with the Department of Education to improve training programme on the curriculum for educators.	Programme to raise tourism awareness in schools.	R100.000	1 schools Tourism programme developed.	Improved service excellence	September 2003	Monitoring and evaluation through monthly reports to PEM. Feedback from industry.

Sub-programme 2.4: Tourism							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
Dedicated tourism technical and financial assistance programmes for small businesses to ensure that entrepreneurs enter the mainstream tourism industry	Design, develop and implement tourism entrepreneurship programmes, facilitate promotion of new tourism products, enhance productivity and develop skills within the sector	<p>Tourism Help Desks increasing capacity of service providers in the sector.</p> <p>Distribution of information on entrepreneurship incentives.</p> <p>Partnerships with the national TEP.</p> <p>Programmes to support SMME development. (Capital and experience.)</p> <p>Publicity for successful emerging businesses.</p> <p>Western Cape Showcase for small business</p> <p>Launch of the Cape Craft and Design Institute launched</p> <p>Mentorship programme</p>	R1 000 000	<p>6 Tourism Help Desks.</p> <p>Distribution of at least 1000 "Facilitating Entrepreneurship in Tourism" handbooks.</p> <p>Assistance to at least 20 new entrepreneurs.</p> <p>At least 5 entrepreneurs with access to and use incentives.</p> <p>1 Showcase hosted.</p> <p>1 Mentorship programme developed</p>	<p>Information useful to end-users.</p> <p>Establishment of quality, successful businesses.</p> <p>Easy availability of an integrated tourism entrepreneurship support programme.</p>	Ongoing	<p>Monitoring and evaluation through monthly reports to PEM.</p> <p>Feedback from users.</p>

Sub-programme 2.4: Tourism							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
A dynamic, innovative and helpful Cape Craft and Design Institute	Utilise existing craft expertise at academic institutions to develop, market and improve the design of community-based craft through support of the Institute.	<p>Craft and Design Institute serving crafters across the province.</p> <p>Strategy for craft exhibitions in South Africa and abroad.</p> <p>System of awards for the craft sector.</p> <p>Communication strategy to ensure all crafters have access to the Institute.</p> <p>Development of craft resource centres in urban and rural areas.</p> <p>Support participation of crafters at local events.</p> <p>Launch of Khayelitsha Craft Project</p>	R250 000	<p>2 Craft Resource centres to be serviced.</p> <p>Registered CCDI.</p>	<p>Emerging Western Cape 'style' of high quality, well designed and reasonably priced craft.</p> <p>Timely transfers of payments.</p>	March 2004	<p>Monthly Forum meetings; reports to PEM</p> <p>Annual Reports</p>
Public awareness of tourism and its benefits	Utilise various media to communicate and to create awareness of the wealth and job creation potential of tourism, particularly during Tourism Month; and forge synergy with other role-players, especially local governments.	<p>Distribution of information on opportunities in tourism.</p> <p>Exhibitions at festivals and other appropriate events.</p> <p>Regular print media column.</p> <p>Road shows.</p>	R100.000	<p>Distribution of at least 1000 brochures.</p> <p>4 Exhibitions.</p> <p>1 Road show.</p>	<p>Information useful to end-users.</p> <p>Meaningful interaction with the public at exhibitions.</p> <p>Good relationships with tourism role-players and stakeholders.</p>	September 2003	<p>Monthly monitoring and evaluation reports to PEM.</p> <p>Feedback from users.</p> <p>Feedback from civil society.</p>

Sub-programme 2.4: Tourism							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
Dedicated capacity for tourism information management and research, especially w.r.t. strategic statistical information on the dynamics of the Western Cape economy	Engage expertise to provide a reliable statistical service, monitoring trends and providing information to the public, potential investors, exporters, etc.	Audit of statistics currently available (source, reliability, regularity of collection, etc.) Establishment of 'Cape Analytics' Service. Development of own databases for Branch.	R100.000	Audit completed.	Baseline data to be available by September 2003. Monthly update of own database. All industry stakeholders to have full access to the database.	December 2003	Monthly updates and quarterly publications
Tourism opportunities for the Western Cape professionally marketed nationally and internationally	Implementation of the Joint Marketing Strategy (JMS) for the Western Cape, including the City of Cape Town, towns and regions within the province in partnership with the private sector and national agencies	Joint marketing strategies for the tourism sector aligned to trade, investment, film, events. Institutional and financial arrangements plus legislation in place. Well-communicated tourism strategies in terms of frameworks (e.g. ITDF) developed to date.	R 9 291 000 (includes allocation to current Western Cape Tourism Board)	Single destination marketing agency for Province Legislation promulgated.	Well-resourced closely and strategically connected promotional agencies (staff and budgets).	Communicated strategies and Investment framework throughout the year	Monthly reporting to PEM
Cape Town international Convention Centre will patronised	Funding of the CTICC Procurement and empowerment monitored	Successful construction of the CTICC	R 22 000 000	Convention centre completed	International clients satisfied with world class service	Opening July 2003	Monthly reports

Sub-programme 4.1: Cape Gateway							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
Easy public access to Provincial Government information, resources and services.	Maintain a Resource Centre.	Fully functional and fitted resource centre.	All costs were incurred during the previous financial year in terms of the physical infrastructure. The acquiring of content will have minimal costs.	Relevant information will be acquired e.g. Departmental publications, policy documents, and programme and project information.	Accessible and available to citizens	The Resource Centre is operational	Frequency of use by citizens. Value /usefulness based on user response.
	Establish a Call (Contact) Centre	Trained staff Contact centre fully operational and accessible to the public	R90 000 per month	Provincial Government information and services will be available to all citizens not only in the Province, but also internationally.	Public access to government information via telephone	The Call Centre will be operational by the middle of July 2003	Call Centre tracking system (real time and historical reporting)
	Provide access to information and resources via the internet	A functional Cape Gateway E-Government Portal		Provincial Government information and services will be available to all citizens not only in the Province, but also internationally on a 24 hour basis.	The portal easy accessible to the public.	The Cape Gateway E-Government Portal will be operational in 2004	Frequency of visits. Feedback from visitors.

2001 actual	2002 estimated	2003 target	2004 target	2005 target

Sub-programme 4.2: Cape Online							
Objective	Strategy	Output	Performance Measure				
			Cost Measures	Quantity Measure	Quality Measure	Timeliness Measure	System used to monitor progress
A knowledgeable public with respect to the benefits of the Internet for socio-economic development	Marketing of programmes/projects and services	Marketing / Communication Strategy Awareness campaign Annual Cape Online Conference E-Government Newsletter Road shows and exhibitions		1 x Print media campaign 1 x Online media campaign 1 x below the line media campaign 3 x exhibitions and events	Target all sectors of society: civil society, private sector and NGO's		Number of people visiting Cape Gateway Number of people visiting the Cape Gateway Portal Number of people accessing the contact centre Market research and Public feed back as regards online information and services
Speedy response to investment enquiries and development proposals	Network departments and agencies to facilitate seamless access to information, resources and services	Data base of resources, services, programmes and projects Database of contact persons in departments to facilitate effective and efficient interaction with the private sector, investors and developers.		Number of projects successfully facilitated Turn around time to complete a facilitation process	All departments and relevant agencies briefed about the project	ongoing	Report to the Economic Development Committee
An online provincial government	Ensure a citizen centric focus with the user interface of the portal	Life events based e-government portal (web site)		Information for the province, including all departments and city info.	Catering for the needs of the public in the Western Cape as well as for the international community	May 2003.	User testing reports and internal project management reports.

	Assist employees to adapt to the changes in the ways that organizations (e-government) in the Knowledge Economy function.	Change management programme, including multiple types of training and skills development as well as support documentation and guidelines	Own staff	One departmental business processes pilot. One formal training course delivered by training component.	Changed business processes in the SMS echelon	October 2003.	Individual feedback, internal project reporting.
	Establish public sector collaboration to increase content sharing for increased customer focus, reduced duplication of E-Government activities leading to greater transparency and accountability.	Operational Cape Online Forum		Shared content on Cape Gateway portal.	Agreed content exchange standard A collaborative marketing project	September 2003.	Individual feedback Internal project reporting Senior Management meetings.
	Facilitate the development of the ICT industry as recognised by best practice as a key contributor to the overall knowledge economy (and e-government)	Sustainable PPP to develop this sector and overall economy.		Over 100 ICT community meetings, etc. Detailed in the Cape ICT project documentation and nascent ICT census.	The IT industry generally and the SMME sector specifically with special focus on previously disadvantaged individuals and enterprises	Sustainable, i.e. ongoing.	Quarterly reporting. Regular board and management meetings Number of new entrants SMME's and individuals into the IT industry
	Develop best practice to identify the focus for the development of public network (Internet) access	An audit of all access projects in the Province Identification and selection of an appropriate organisation to drive the Access project		Initial access audit and maintenance requirements report.	Improved information infrastructure Internet availability Internet affordability Network speed and quality Increase in hardware and software availability		Branch management meetings and strategic planning sessions.

	Retain expert skills (project aimed at world class expert skills development in open source technology and global ICT policy).	Discussion paper for establishment of a skills travel bursary fund Identify appropriate candidate/organisation for bursary management		Discussion green paper.	Discussion green paper.		Internal project reporting
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2001 actual	2002 estimated	2003 target	2004 target	2005 target

10. MEDIUM TERM REVENUES

10.1 Estimated Revenue

Description	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
Current revenue	3 650	3 680	3 710
Tax revenue	3 400	3 420	3 440
Casino taxes			
Motor vehicle licences			
Horse-racing			
Liquor licences	3 400	3 420	3 440
Non-tax revenue	250	260	270
Interest			
Health patient fees			
Reimbursements			
Other sales			
Other revenue	250	260	270
Capital revenue (specify below)			
Sale of land and buildings			
Sale of stock, livestock, etc.			
Other capital revenue			
Total own revenue	3 650	3 680	3 710

Capital revenue specified	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
Total			

10.2 Conditional Grants

N/A

11. CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS

11.1 Interdepartmental Linkages

The following projects are jointly administered and executed and the operational costs provided for as indicated below:

Project details	Department	Vote Number	Vote 13 Programmes	Vote 13 Operational Cost R'000
Cape Craft and Design Institute	Cultural Affairs and Sport	Vote 14	Programme 2	250
Youth entrepreneurship	Education Health Social Services and Poverty Alleviation Cultural Affairs and Sport Environmental Affairs and developmental planning	Vote 5 Vote 6 Vote 7 Vote 14 Vote 9	Programme 2	50
Web based liquor licensing system	Premier, Director-General and Corporate Services	Vote 1	Programme 2	1 175
Responsible Alcohol	Health Social Services and Poverty Alleviation Education Agriculture	Vote 6 Vote 7 Vote 5 Vote 11	Programme 2 Programme 2 Programme 2 Programme 2	300
Learning Cape Festival	Education	Vote 5	Programme 2	100

Marketing	Cultural Affairs and Sport	Vote 14	Programme 2	100
	Cape Nature Conservation	Vote 9		

11.2 Local government linkages

The City of Cape Town is a major partner of the Department in the development and promotion of the economy. A Joint Marketing Strategy has been developed, joint institutions are being established to deliver on the strategy and the Department will be moving to share premises with the Economic Development and Tourism component in the City, the Cape Town office of the national departments of Trade and Industry, Science and technology and other partners. The Convention Centre was funded jointly by the City and Province. Many other joint projects exist e.g. the facilitation of a film studio for Cape Town and the oil and gas industry in the Port of Cape Town. Agreement with the City of Cape Town for Small Business Week is valued at R100 000.

The South Cape Export Centre has been set up in conjunction with the George Municipality, the Riversdale Municipality, the Plettenberg Bay Municipality, the Oudtshoorn Municipality and the Mossel Bay Municipality. The financial contribution of the municipalities amounts to R95 000, while the Department of Economic Development and Tourism will contribute R230 000 toward the cost of the Export Centre in this financial year. Economic Development Units will be rolled out in the districts during 2003/4.

Linkages with all municipalities regarding their Intergrated Development Plans:

Boland District	R100 000
Central Karoo	R100 000
Overberg	R100 000
Garden Route	R100 000
West Coast	R100 000
Joint Marketing and Development	R2.0 million

11.3 Public Entities

Name of Public Entity	Main purpose of public entity	Transfers from the departmental budget		
		2002 MTEF	2003 MTEF	2004 MTEF
WESGRO	Funding of operational costs and salaries in order to support investment marketing	1 000	1 000	1 000
Western Cape Tourism Board	Funding of operational costs and salaries in order to support the marketing and promotion of tourism in the province	7 291	7 291	7 291
Western Cape Liquor Board	Funding of operational costs and salaries in order to regulate liquor licences in the province(The Liquor board is attached to the Department, hence no transfer payment are made. The allocated liquor license budget is part of the Departmental budget.)	6 455	6 055	6 300

11.4 Public Private Partnerships

The Department has retained the services of a private trading house, called Link Africa, in order to market the products produced by 38 small companies manufacturing home textile products. The value of this contract for this financial year is R160 000.

The Department has negotiated an agreement with Eskom to co-fund a feasibility study on the infrastructure (port upgrading, roads and supply base) needed for the suppliers to the oil and gas sector. The value of the study and the co-funding parameters are currently being negotiated.

The provision of Consumer protection and education is outsourced to different Consumer Advice Offices. For this purpose, an amount of R770 000 has been budgeted for.

The Tourism destination marketing organisation will be a publicly/privately funded venture.

The Convention Centre was partially funded by Sunwest (R140m) as a condition of their Cape Town casino licence.

12. FINANCIAL MANAGEMENT

12.1 Strategies to address audit queries

Matters of emphasis addressed by the Auditor-general were the following:

Verification of income from the issuing of liquor licences: It was recommended that the National Minister of Trade and Industry amend the regulations to allow the provincial governments to designate collection agencies, including their provincial offices to collect the revenue.

Weaknesses in internal checking and control: Additional staff will be appointed and trained. Performance agreements of management have been amended to include a performance measure relating to checking and control. The internal inspectorate division will monitor the progress made with addressing any shortcomings. Finance instructions will be issued and workshopped.

12.2 Implementation of PFMA

The Department regards compliance with the PFMA Act as a priority. The Department has a structured implementation plan and reports bi-monthly to Provincial Treasury regarding progress made with the implementation of the Public Finance Management Act.

The Office of the Departmental Accountant has been restructured into two divisions namely Financial Management and Compliance. The Financial Management division will focus on balance sheet reporting and asset management. The Compliance division will focus on internal inspections, compliance, delegations, finance instructions and training.

APPENDIX ONE: ANALYSIS OF SERVICE DELIVERY ENVIRONMENT

1. POLICY CHANGES AND TRENDS

Economic development requires cooperative governance between all three spheres and close partnerships with the private sector and organised labour. The Department has been central to bringing synergy and common approaches to economic growth, beginning with the alignment of the public entities better to serve the promotion of tourism, trade and investment opportunities. The forthcoming year will be spent working closely with national and local government to expand the growing economic sectors represented in the Western Cape and transform them to enable historically disadvantaged parties to benefit significantly.

A socially responsible approach to the consumption of alcohol is required to improve productivity, to eliminate domestic violence, decrease road accidents and generally improve the quality of life. Through the Liquor White Paper a sound platform for a new, more responsible approach to alcohol will be propagated.

2. ENVIRONMENTAL FACTORS AND EMERGING CHALLENGES

2.1 Demographic profile of people in the province

The following table, prepared by this Department, extracted from a recent DTI publication, 'Provincial Economies' (DTI, June 2002) reflects the contribution of the different sectors in terms of Gross Domestic Product (GDP) and employment within the Western Cape.

ECONOMIC SECTOR	GDP %	EMPLOYMENT %
Agriculture	5.9	9.0
Manufacturing	20.1	14.2
Trade	11.1	8.8
Tourism	9.1	9.3
Financial & Business Services	17.4	6.3

The above table shows that the manufacturing sector as a whole is the single biggest contributor to both the Gross Domestic Product (GDP) of the province as well as the biggest employer. The manufacturing sector accounts for 14.2 % of the employment within the province, followed by the tourism sector, which accounts for 9.3% of employment. When the figures for tourism, trade and the manufacturing sectors are added, the importance of the work of the Department is reflected in more than 40% of the province's GDP and more than 32% of employment in the Western Cape. This shows the potential impact of these sectors within the province and consequently, the importance of the contribution to the health and welfare of the population gained by growing the economy.

While the official unemployment rate of 18.4% (measured in September 2001) in the Western Cape is the lowest of the nine South African provinces, it is unacceptably high and growing if measured within the province and across different demographic sectors and geographic areas. As traditional manufacturing sectors shrink in the face of increased global competition, new

niches such oil and gas, and boat building, better designs, high quality goods and cost effective services need to be developed to accommodate new entrants to the labour market.

Whereas the clothing industry has long been the single biggest employer within the Western Cape economy, it is reported that 19 companies closed down between November 2001 and August 2002, resulting in the loss of 2249 jobs. In addition, the Cape Clothing Association estimated that in 2001 140 clothing companies from the Western Cape relocated to the former homeland states or other African countries. Yet with the introduction of the African Growth and Opportunities Act (AGOA) and the Rand/dollar exchange rate, clothing exports to the USA grew considerably.

Not only do we deal with the stress experienced in the manufacturing sector, particularly within the traditional manufacturing sectors like clothing, textiles and furniture, the increased demands to be serviced in new sectors such as oil and gas or boat building require skill in facilitation with the National Ports Authority, Escom, transportation authorities, etc.

In addition, the directorate will continue to work with key 'new economy' high-tech sectors like biotechnology and call centres in order to position the Western Cape economy to benefit from the growth potential within these knowledge intensive manufacturing and service sectors.

One of the most important issues to be addressed is the mismatch between skills demanded by the changing global economy and the traditional education and training systems. In partnership with the provincial Education Department and national Departments of Labour, Science and Technology, Trade and Industry, plus key regional stakeholders, the department will be expanding the Learning Cape Initiative from an annual festival into a full human resources strategy to enable more residents of the province to become employable in the long term.

The challenge is both to facilitate the growth of the economy as well as to ensure the benefits are shared by the majority of the people of the province.

3. SERVICE DELIVERY IMPROVEMENT PROGRAMME

We regard the improving of service delivery as a continuous progressive process and not as a once-off task. Our service delivery improvement programme will affect the achievement of our core objectives to the following extent:

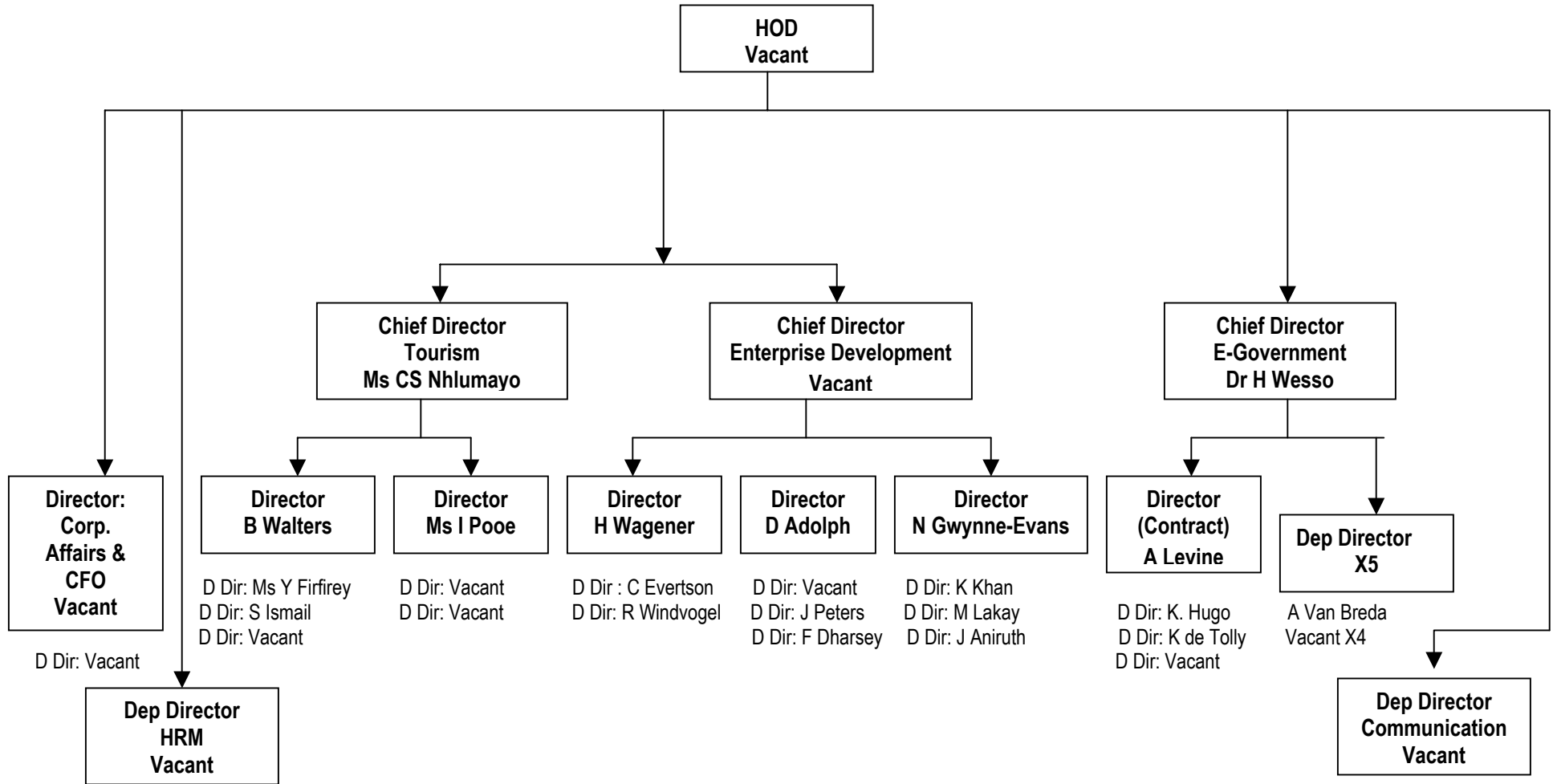
- Sustainable economic growth in line with the economic strategy of the Province and stakeholders to create sustainable jobs, an increase in the number of businesses that produce quality goods and services, entrepreneurship support to assist the transformation of the tourism industry, roll out of a programme to support emerging exporters, and the expansion of productive investment in the achievement of job creation and black economic empowerment.
- Joint marketing, in partnership with local government and the private sector, has been pursued to ensure the strategic marketing of tourism, export and investment opportunities in the province. The restructured public entities and agencies will share common financial, human resources and other services. Synergy will be brought to the international and domestic marketing functions for the implementation of the White papers adopted by provincial government.
- Joint development with the City particularly in sectoral growth and facilitation.
- Closer co-operation with national departments, particularly the Departments of Trade and Industry, Science and Technology and Environmental Affairs and Tourism, and in the more effective deployment of poverty funding in the province.

APPENDIX TWO: ORGANISATIONAL INFORMATION AND THE INSTITUTIONAL ENVIRONMENT

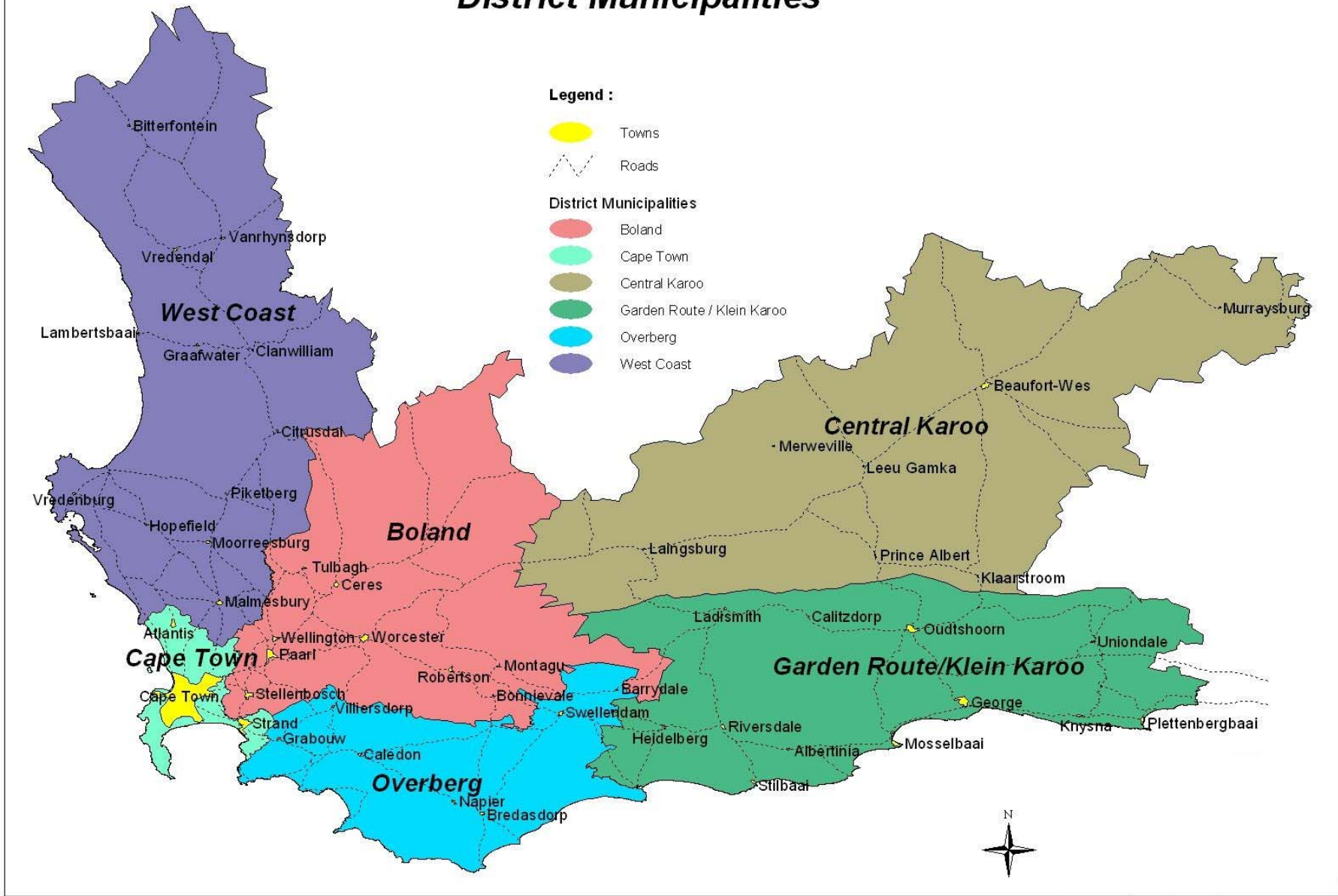
1 ORGANISATIONAL DESIGN

1.1 Organogram

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM



District Municipalities



2 DELEGATIONS

New Treasury Regulations were published during May 2002. Financial delegations to complement these were developed and presented to the Accounting Officer for consideration. The duly signed delegations were made available and were distributed to all roleplayers in the Department.

The Human Resource delegations in use are those as approved by Cabinet during July 1999. Consequently various collective agreements on Human Resource issues were signed between the employer and the admitted unions in the Provincial Bargaining Council. Emanating from these agreements the necessary delegations were developed and approved by the Head of Department. The development of Human Resource policies and subsequent collective agreements are an on-going process which leads to new delegations being drafted continuously.

3 Capital investment, maintenance and Asset Management Plan

3.1.1 Long-term capital investment and asset management plans

It is not foreseen that the department, within the next decade, will do other than facilitate, stimulate and promote economic growth and tourism in the province and beyond.

It therefore, except for direct contributions like the international convention centre or a possible contribution to a film studio, will rarely need more than proper and well equipped offices. Plans to expand the human capacity of the department have already been taken into account and communicated to the Chief Directorate: Asset Management for their accommodation plan.

3.1.2 Capital investment plan

This will be done in collaboration with the Chief Directorate: Asset Management for accommodation.

Regarding office furniture and equipment the upgrade and replacement will be done within the prescripts of economic life cycles and provided for within the MTEF budget.

3.2 Fixed assets

Acquisition/Construction

Details	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
N/A			

Maintenance

Details	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
N/A			

Rehabilitation

Details	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
N/A			

3.3 Movable assets

Acquisition

Details	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
Replacement of office furniture and equipment and purchasing of furniture and equipment due to filling of posts and expansion	1131	512	522
Replacement of IT equipment	1649	1439	1602
Purchasing of photographic equipment	32	32	32

Rehabilitation

Details	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
N/A			

Maintenance

Details	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
N/A			

3.4 CAPITAL TRANSFERS

Details	2003/04 R' 000	2004/05 R' 000	2005/06 R' 000
Tourism Contribution to the construction of the Cape Town International Convention Centre	22 000		

4 PERSONNEL

Our human resources are the cornerstone on which this Department's vision, goals and service delivery are built and it is therefore imperative to have a Human Resource Plan that would enhance our biggest asset, namely our people.

Since this Department only came into being on 1 August 2002 human resources need, and will, receive a lot of attention.

It is our aim to give specific attention to the development and maintenance of a motivated, productive, enthusiastic, well trained and creative personnel corps.

In order to plan for the future it is important to assess our current situation and needs as outlined in the table below:

ASSESSMENT HUMAN RESOURCE NEEDS

		Competencies			Broad Representation			Requirement	New
Occupational category	Salary Level	Qualifications	Knowledge	Skills	Race	Gender	Disability		
DDG	15	RWQ 13	Relevant	Strategic planning Managerial Leadership Analytical Project Management	1 C	1 M	N	1	1
Chief Directors	14	RWQ 13	Relevant	Managerial Leadership Analytical Project Management Financial	2 C 1 B	2 M 1 F	N N N	3	1
Directors	13	RWQ 13	Relevant	Analytical Financial Computer lit. Managerial Strategic planning	3 W 1 B 3 C	4 M 3 F	N	7	1
Deputy Directors	11 - 12	RWQ 13	Relevant	Computer lit. Writing Bilingualism Managerial Project Management	6 W 6 B 12 C 1 I	15 M 10 F	N	25	11
Assistant Directors	9 - 10	RWQ 13	Relevant	Communicating Financial Computer lit. Managerial Legal Admin	8 W 7 B 14 C	15 M 14 F	N	29	19
Accountant, Admin Officers, Personnel Officers Chief clerks	7 - 8	Matric, RWQ 12 RWQ 13	Relevant	Financial Admin Communicating Accounting Computer lit.	10 W 10 B 19 C 2 I	21 M 20 F	1	41	21
Secretaries Clerks	4 - 6	Secretarial Matric	Relevant	Communicating Computer lit. Financial Admin Organisational	4 W 5 B 9 C 1 I	10 M 9 F	1	19	13
Messenger Drivers Telephonist	1 - 3	Junior Certificate	Relevant	Admin Communicating Organisational	2 C	1 M 1 F	1	2	0

Above is a summary of our Employment Equity Plan. Where vacancies are indicated, all attempts will be made to fill them in terms of the plan. However, at the time of writing this plan, the establishment has not been finalised.

It is obvious from the above that this Department is, in essence, dependent on highly skilled labour which quite often is not available and needs to be 'head-hunted'.

Twenty-one of the fifty new appointments needed are due to the departmentalisation exercise which was undertaken by the Province, which necessitated the establishment of a corporate structure to support the line function. Additional funding for this was imperative, since it could not have been foreseen when the outside years in the previous MTEF allocation were prepared.

The other appointments will be made pending the availability of funding, as well as within the prescripts of Resolution 7 & 8 of 2002 where and when applicable. The Department's employment equity prescripts, as indicated in the table, will be adhered to where possible. All existing available resources will be accessed to expedite the employment process.

As indicated above the Department is totally understaffed and, therefore, only really has to allow for measures of undersupply. The following principles will be adhered to with regard to the filling of available positions:

- Recruitment and selection will be done through the matching and placing of existing staff, as well as the recruitment of new staff.
- Development and training will be done to fill the shortfalls of incumbents of posts as pointed out in the gap analysis that has been done.
- As mentioned earlier the employment equity goals will be adhered to.
- The retention of current staff will be regarded as a priority and will be pursued through career pathing, redeployment and incentive awards.

Where necessary redeployment and exit management, within the prescripts, will be used if oversupply is indicated.

It needs to be mentioned that, within this year (2003/2004), both the Employment Equity Plan and the Work Place Skills Plan will be revisited to make them custom fit for the needs of the new Department. All other necessary policies will be reviewed to ensure that the demands and dynamics of the new Department are met.

All the above appointments that became necessary because of the departmentalisation process, as discussed elsewhere in the strategic plan, were costed, but will be filled within the budgetary constraints according to the priorities set within the Department.

5 INFORMATION SYSTEMS

Acquisition of information technology

Until the Master Systems Plan (MSP) is complete, the Directorate Industry Development will be using current software to develop relevant databases to support the development work within different sectors. There are no plans to acquire new software programmes to assist with these databases for the forthcoming year.

The Directorate has however, been party to discussions between CITI, as the most advanced Information and Communication Technology (ICT) sectoral institution currently, and service providers regarding the best way to manage the various databases, e-mail lists and websites, etc. Discussions indicate that it might be useful to use similar platforms across the different initiatives such as joint marketing (tourism, trade and investment promotion).

Enterprise Development

Liquor Licensing System

Tourism

Tourist Guide Registration system

Expansion of information technology

The department will be developing its use of Information Technology at all levels in the organisation. ICT competencies are being brought in for better governance as part of the development of the corporate services.

Over the next year we are focusing on developing a MSP that references all the manual, as well as technology enabled, systems. This process is to be used as an extension of the organisational strategy as well as an important tool for evaluating what would be appropriate technology for adding value and efficiency to our work..

Our approach is a result of a pilot of the Cape Change project, a part of the Cape Online E-government strategy. This MSP improves on the traditional MSPs that we know in the Western Cape Provincial Government, as it will provide important business indications on technology enablers and priorities that are critical in strategic planning.

The main systems that will go live in 2003/4 are the liquor licensing and tour guide registration systems. Other systems that will be carefully considered after the MSP development are Logis and/or other Asset Management, transversal Project Management and e-Filing.

Knowledge Economy and E-Government (KEEG) - as a Chief Directorate of the department - is a special case as they are responsible for e-government across the entire organisation. Most KEEG projects have aspects of information technology and will result in wider acceptance of ICT as a critical organisational and economic driver.

6 PERFORMANCE MANAGEMENT SYSTEM

Performance management and evaluation of our staff up to and including salary level 12 is done in terms of a Provincially developed and approved policy framework. This Staff Performance Management System (SPMS) is currently in the process of being implemented in the Department and runs parallel to the old system being phased out. The official implementation date for the SPMS was 1 April 2002.

As this was an event rather than a process the unions agreed to a phasing-in process. As from 1 April 2003 the old system will cease to exist and staff performance will only be managed and evaluated in terms of the SPMS. Various training interventions were held to improve the level of understanding of the new system so as to ensure smooth implementation. Staff in the Human Resource Component will also be trained as trainers to further empower

staff to migrate to the SPMS. Performance Management in respect of staff above salary level 12 is done on a Provincial Transversal Policy Framework where as a new dimension, core managerial competencies are included in the performance agreements of senior management staff (SMS). The evaluation and performance management of the SMS will also be done within the guiding framework of national perscripts in this regard.

The evaluation of all staff will henceforth be a continuous process with a final evaluation towards the end of March each year. Performance bonuses will then be considered.

7 FINANCIAL MANAGEMENT

The Department was newly formed on 1 August 2002 and therefore no comparative figures are available.

Financial reporting mechanisms are in place according to the requirements of the PFMA in order to ensure sound financial management.

Staff will be identified to attend finance capacity enhancement training

8 AUDIT QUERIES

As addressed in par. 12.1

10. INTERNAL AUDIT

The internal audit function of the Western Cape Province is being done on a centralised basis.

11. IMPLEMENTATION OF THE PFMA

As addressed in par. 12.2