



Project Strategic Resourcing Report

1. Project Details

Project Name	Cape Winelands Airport
Location	City of Cape Town
Sector	Economic
Department	Private Sector
Project Owner	Adele Klingenberg
Project Manager	Deon Cloete

1.1 Background & Justification

The Cape Winelands Airport (CWA) project arises from the need to address growing capacity constraints, resilience challenges, and long-term economic development requirements within the Western Cape's aviation and logistics system. Cape Town International Airport currently serves as the region's sole commercial aviation gateway, creating operational pressure, limited redundancy, and reduced flexibility for airlines, freight operators, and emergency response. The redevelopment of the historic Fisantekraal Airfield into a modern, world-class airport provides a strategic solution to these challenges while unlocking new economic opportunities in the northern metropolitan area. CWA is strategically positioned to function as Cape Town's second international gateway and a designated destination alternate airport, improving system resilience, airline efficiency, and environmental performance. By reducing diversion distances and reserve fuel requirements, the project supports lower emissions, reduced operating costs, and enhanced payload capacity for cargo and passengers. Beyond aviation, CWA is conceived as a multi-phase infrastructure catalyst, integrating logistics, agri-industrial value chains, renewable energy, and commercial development within a single, systems-based platform. The project is justified by strong policy alignment with the Western Cape Infrastructure Framework 2050, national transport and spatial development frameworks, and the province's climate-resilient growth agenda. With Environmental Authorisation granted in October 2025 and extensive feasibility, environmental, and socio-economic assessments completed, CWA represents a timely, de-risked, and investment-ready response to long-term regional connectivity, economic inclusion, and sustainable development needs.

1.2 Project Scope

The Cape Winelands Airport (CWA) project comprises the phased redevelopment of the former Fisantekraal Airfield into a modern, internationally compliant aviation and logistics hub. The scope of work includes the design, construction, commissioning, and operation of a **3.5 km Code 4F runway**, passenger and cargo terminals, general aviation facilities, air traffic and navigational systems, fuel and maintenance infrastructure, and associated landside access. Enabling works include bulk services, road connectivity, renewable energy generation, water and waste management systems, and environmental mitigation measures in accordance with the approved Environmental Management Programme. Phase 1 focuses on core airport infrastructure and operational readiness, while Phase 2 expands the development into a **multimodal logistics, agribusiness, and airport city precinct** incorporating commercial, hospitality, and industrial uses. The scope further encompasses digital systems integration, security, safety compliance, and long-term operations and maintenance, delivered through a public-private partnership framework aligned with national aviation standards and provincial infrastructure priorities.

2. Objectives & Key Focus Areas

Objective	Key Focus Area
Develop a High-Impact, Resilient Aviation and Logistics Gateway	• Prioritising Infrastructure for Maximum Impact • Innovation & Futures Planning
Mobilise Private Capital through Structured Public–Private Partnerships	• Prioritising Infrastructure for Maximum Impact • Enhancing Private Sector Partnerships
Deliver Climate-Smart, Inclusive, and Regenerative Infrastructure	• Innovation & Futures Planning • Addressing Climate Change & Sustainability

3. Project Timeline & Cost

Estimated Duration	20 Year(s) & 0 Month(s)
Estimated Start Date	01 Jun 2026
Estimated Cost	R 10B

4. Project Stage-0 Submission & Approval

Self Approved By: **Deon Cloete**
Self Approved On: **14 Jan 2026 12:43:10 PM**

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5. Environmental & Social Considerations

5.1 Environmental Considerations

- Air, water, and soil pollution from industrial and agricultural activities
- Environmental Authorisation Requirements
- Consolidation of Dispersed Storage & Efficient Use of Space
- Traffic-Induced Environmental Impacts
- Environmental Compliance & Monitoring
- Biodiversity Protection
- Biodiversity Protection - Conserves ecologically significant ecosystems in the Cape Floristic Region, a global biodiversity hotspot.
- Biodiversity Protection - Implements strategic biodiversity offsets to minimize habitat loss and fragmentation.
- Regulatory Compliance - Aligns with NEMA, EIA Regulations, and the National Biodiversity Offset Guideline (2023).
- Regulatory Compliance - Ensures offsets deliver measurable environmental improvements over a pre-intervention baseline.
- Greenhouse gas emissions and deforestation contributing to climate change
- Climate Resilience - Supports carbon sequestration, water purification, and flood mitigation.

- Climate Resilience - Enhances resilience against climate change impacts through ecosystem conservation.
- Sustainability - Long-term conservation management (minimum 30 years).
- Sustainability - Promotes nature-positive approaches and avoids duplication with existing state-funded programs.
- Noise pollution and aircraft noise management
- Air quality impacts from aviation operations
- Avifauna (bird strike) risk management
- Overuse of natural resources leading to scarcity and degradation
- Loss of biodiversity due to habitat destruction and fragmentation
- Proper waste management to reduce pollution and health risks
- Sustainable water management to protect quality and prevent scarcity
- Preservation of ecosystem services like clean air, water, and climate regulation
- Land Use & Zoning Compliance

5.2 Social Considerations

- Respect for human rights including labor, land, and indigenous rights
- Impacts on Local Economic Activity
- Safety and Personal Security
- Community Participation - Engages local communities in stewardship agreements and conservation activities.
- Community Participation - Builds partnerships with municipalities, private landowners, and NGOs.
- Job Creation - Creates employment for ecologists, land managers, restoration workers, and monitoring staff.
- Gender-Responsive Procurement - Ensures procurement processes prioritize women's participation and empowerment.
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- Social Benefits - Improves local recreation opportunities and ecosystem services.
- Social Benefits - Strengthens rural economies and supports sustainable livelihoods.
- Assessment of community impacts such as displacement and livelihood loss
- Equity and Inclusion - Encourages fair benefit-sharing and avoids negative impacts on vulnerable communities.
- Skills development and vocational training (TVET linkages)
- Local SME and supplier development
- Protection of health and safety from environmental hazards
- Promotion of social equity and fair distribution of development benefits
- Engagement with stakeholders throughout the project lifecycle
- Fair labor practices including wages, hours, and working conditions

6. Regulatory & Environmental Approvals

6.1 National Level

- Environmental Impact Assessment (EIA) Regulations (2014, as amended)
- Environmental Management Programme (EMPr)
- Civil Aviation Act Compliance
- Airspace and Navigation Approvals
- National Biodiversity Offset Framework Alignment
- Occupational Health and Safety (OHS) Compliance
- National Environmental Management Act (NEMA): Governs environmental management and authorization processes, including Environmental Authorizations (EAs)

6.2 Provincial and Local Levels

- Western Cape Department of Environmental Affairs and Development Planning (DEA&DP)
- Environmental Authorisation (EA) [Granted – 27 October 2025]
- Approved Environmental Management Programme (EMPr) - Approved: part of EA
- Provincial Biodiversity Offset Approval
- Provincial Spatial Planning Alignment
- Provincial Roads and Access Approvals
- Land Use & Zoning Approvals
- Municipal Planning and Development Approvals
- Municipal Environmental Health Approvals
- Traffic Impact Assessment (TIA) Acceptance
- Bulk Services & Utility Agreements

6.3 Other Relevant Entities

- Airports Company South Africa (ACSA) – Strategic Aviation Coordination
- Civil Aviation Authority of South Africa – Aerodrome Certification
- Independent Communications Authority of South Africa (ICASA)
- National Energy Regulator of South Africa (NERSA)
- Department of Water and Sanitation (DWS): Water Use Licence (WUL) or General Authorisation
- Fire and Emergency Services Authorities: Fire safety certification; Emergency response readiness
- Occupational Health & Safety Inspectors: construction and operational OHS compliance audits
- Independent Environmental Control Officer (ECO): Independent Environmental Control Officer (ECO)

7. Identify Key Stakeholders

7.1 Government

- Department of Environmental Affairs and Development Planning
- Western Cape Government
- South African Civil Aviation Authority
- Air Traffic and Navigation Services
- Department of Transport
- Department of Forestry, Fisheries and the Environment (DFFE)
- National Treasury (oversight of PPP/PSP)
- Western Cape Department of Infrastructure
- Western Cape Department of Mobility
- City of Cape Town

7.2 State-Owned Entities

- **Eskom**
Provides energy redundancy and grid support alongside on-site renewable generation
- **PRASA**
Supports long-term multimodal transport integration (not required for Phase 1)
- **Transnet SOC Ltd**
Supports long-term integration of air cargo with national logistics and trade infrastructure
- **South African National Roads Agency SOC Ltd (SANRAL)**
Ensures efficient integration with the national road network supporting airport access and logistics
- **Airports Company South Africa (ACSA)**
Ensures CWA complements (rather than competes with) Cape Town International Airport Supports national aviation resilience and continuity planning

- **South African Civil Aviation Authority (SACAA)**
Mandatory regulator for airport construction approval and operational certification
- **Air Traffic and Navigation Services (ATNS)**
 - Critical for integrating CWA safely into South Africa's national airspace system
 - Required for operational readiness and commissioning

7.3 Private Sector

- **Engineering Firms**
Engineering, Construction & Technical Consultants

Engineering, Procurement & Construction (EPC) Contractors (to be appointed) - Runway construction, terminals, utilities, and bulk infrastructure delivery.

Aviation Planners & Engineers (specialist consultants) - Airport master planning, runway design, airside/landside integration.

Environmental & Social Consultants (appointed during EIA) - Environmental Impact Assessment, Environmental Management Programme (EMPr), compliance monitoring.

- **Project Sponsor / Developer: Cape Winelands Airport (Pty) Ltd**
Project sponsor and developer responsible for overall project conception, planning, investor engagement, and delivery coordination.
- **Airport Operations & Service Providers**
Airport Operator / O&M Partner (to be appointed) - Long-term airport operations, safety management, asset management, and service delivery. Ground Handling Companies (e.g. passenger, baggage, ramp services) - Aircraft turnaround and terminal services. Fuel Suppliers & Aviation Services Providers - Jet fuel supply, storage, and aircraft servicing
- **Financial Institutions**
Financial Advisors, Lenders & Investors

Investec Bank - Lead financial advisor supporting capital structuring, investor engagement, and financing strategy.

WB Capital - Role: Co-advisor on investment structuring and private capital mobilisation.

Institutional Investors & Private Equity Funds (to be appointed) - Role: Equity investment, long-term capital provision, and governance participation.

Commercial Banks & Development Finance Institutions (DFIs) (to be appointed) - Role: Senior and subordinated debt financing, potentially including green and sustainability-linked instruments.
- **Airline & Cargo Market Participants**
Domestic and International Airlines (prospective users) - Passenger and cargo operations; designation of CWA as a destination alternate airport. Air Cargo Operators & Freight Forwarders - Air freight, express logistics, perishables, and e-commerce distribution.
- **Commercial, Logistics & Real Estate Partners**
Logistics Park Developers & Warehouse Operators - Development and operation of the logistics and agribusiness precinct (Phase 2). Agri-Exporters & Cold-Chain Operators - High-value agricultural exports (fruit, wine, perishables). Retail, Hospitality & Concession Operators - Non-aeronautical revenue generation (retail, food & beverage, hospitality).
- **Utilities & Technology Providers**
Renewable Energy Developers & IPPs - On-site solar PV, battery storage, and energy resilience systems. ICT, Digital & Smart Airport Solution Providers - Airport systems, asset management platforms, security, and passenger processing technologies.

7.4 Civil Society

- **Community-Based Organizations (CBOs)**
Local ratepayers' associations and community forums (area-specific) - Advocate for local interests related to quality of life, safety, access, and local economic participation; Provide structured feedback during public participation and planning stages.
- Non-Governmental Organizations (NGOs)
- **Environmental Advocacy Groups**

- CapeNature (as a civil society-facing conservation body)
- Local conservation NGOs and stewardship organisations

Environmental Stewardship and Conservation Partners / Biodiversity stewardship organisations and trusts (linked to offset implementation) - Support the design, implementation, and long-term management of biodiversity offsets and conservation areas required under the Environmental Authorisation.

- **Unions - Labour & Workforce Organisations**

Construction sector labour unions (as applicable during construction phase) - Advocate for fair labour practices, health and safety standards, and local employment opportunities during construction and operations.

- **Local Communities and Community Structures**

Fisantekraal Community Kraaifontein Community Durbanville Surrounding Communities

- **Agricultural and Landowner Associations**

Examples: Local farming associations and agri-business groupings; Private landowners adjacent to the project site
Role: - Represent agricultural land-use interests, biosecurity concerns, and compatibility between aviation operations and farming activities. - Engage on access, noise, and environmental management matters.

7.5 Other Stakeholders

- **Airlines & Airline Representative Bodies**

International Air Transport Association (IATA) Airlines Association of Southern Africa (AASA) Role: Airline adoption is critical to demand realisation, route development, designation as an alternate airport, and commercial viability.

- **Customs, Immigration & Border Control Authorities**

South African Revenue Service (Customs) Department of Home Affairs Role: Essential for international passenger and cargo operations, border control facilities, and airport designation as an international gateway.

- **Emergency & Security Authorities**

South African Police Service (SAPS) South African National Defence Force (SANDF – airspace/security coordination)
Role: Airport security, emergency response, disaster management, and compliance with national aviation security regulations.

- **Insurance & Risk Underwriting Institutions**

Aviation insurers and reinsurance providers (e.g. global aviation risk markets) - Insurance availability and pricing affect lender confidence, financial close, and operational readiness.

- **Rating Agencies & ESG Assessors Credit rating agencies ; ESG and sustainability rating bodies**

Influence cost of capital, access to green finance, and institutional investor participation.

- **TVET Colleges and Universities (aviation, engineering, logistics)**

Critical for workforce development, localisation of skills, and long-term operational sustainability.

- **Wesgro ; South African Tourism**

Route development, tourism demand stimulation, and international market positioning.

- **Adjacent Landowners & Developers (Strategic Influence)**

Private landowners adjacent to the airport Industrial and logistics developers Role: Land-use compatibility, noise buffers, future expansion corridors, and airport city success.

8. WCG Sector Priorities

Outcomes	Social	Energy & Water	Economic	Technology	Ecological
Households have increased access to basic services and improved shelter	Short Term 1-5 YRS	Short Term 1-5 YRS	Short Term 1-5 YRS	Short Term 1-5 YRS	Short Term 1-5 YRS
Infrastructure investment drives spatial transformation and improves spatial resilience	Short Term 1-5 YRS		Short Term 1-5 YRS		

Investment in social infrastructure improves access to health, education, social development, and recreation opportunities	Short Term 1-5 YRS		Short Term 1-5 YRS		
Mobility systems and transportation corridors provide safe and efficient connectivity to opportunities, services, and facilities			Short Term 1-5 YRS		

9. Infrastructure Type

9.1 Hard

Hard Infrastructure - refers to physical, built assets that support economic activity and service delivery.

Why CWA qualifies:

- Construction of a **3.5 km Code 4F runway**
- Passenger and cargo terminals
- Airside and landside facilities
- Roads, bulk services, utilities, fuel systems
- Renewable energy, water, and waste infrastructure

Assessment: The Cape Winelands Airport is **fundamentally a hard infrastructure project**. It involves large-scale, capital-intensive physical assets with long useful lives (30-50+ years) that directly enable transport, trade, and mobility.

Soft Infrastructure - refers to systems, institutions, services, and governance mechanisms that enable physical infrastructure to function effectively.

How CWA incorporates soft infrastructure:

- Aviation regulation, safety, and airspace management
- Digital airport systems and smart operations
- Skills development, training, and labour frameworks
- Governance, PPP structures, and institutional coordination
- Community engagement and social inclusion mechanisms

Assessment: While not the project's physical core, **soft infrastructure is deeply embedded** in CWA's design and operations. Without regulatory systems, digital platforms, skilled personnel, and governance frameworks, the airport cannot function.

CWA is **not primarily a soft infrastructure project**, but it **depends heavily on soft infrastructure** for performance, safety, and sustainability.

Critical Infrastructure - refers to assets essential for national or regional security, economic stability, and continuity of essential services.

Why CWA qualifies as critical infrastructure:

- Second international airport for Cape Town (system redundancy)
- Designated **destination alternate airport**
- Supports national and regional trade, tourism, and exports
- Integral to disaster response, medical evacuation, and supply chains
- Aviation, energy, water, and communications systems converge on-site

Assessment: CWA is **strategic and system-critical**. Its failure or absence would materially affect:

- Regional aviation resilience
- Economic continuity
- Emergency response capability

Under most national and international definitions, airports of this nature are classified as **critical infrastructure assets**.

9.2 Soft

9.3 Critical

10. Project Stage-1 Submission & Approval

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11. Geo Location

12. Procurement Planning

- **Phased, PSP-led procurement planning approach**
Private sector–led development, phased implementation
- **Design by Employer**
Master planning and design led by the project sponsor, not design–build tendering
- **Designated Groups** - Women-owned businesses, Youth-owned businesses, Historically disadvantaged individuals
- **Local Content and Production**
Construction, services, and operations expected to prioritise local suppliers.
- **Broad-Based Black Economic Empowerment (B-BBEE)**
Implicitly required under South African procurement and PPP frameworks.
- **Value-for-money, technical capability, and regulatory compliance**
Core procurement principle throughout PPP and investment framing
- **Concession-style procurement**
Airport development and operations aligned to long-term concession models.
- **PPP / blended-finance procurement**
Explicitly stated delivery and funding model.
- **Partnership-Based Procurement**
Public–private collaboration across financing, delivery, and operations.

13. Procurement Action

- **Procurement Planning**
Procurement Planning:

The project clearly demonstrates structured procurement planning through:
 - A phased delivery model (Phase 1 and Phase 2)
 - Early market engagement with investors and advisors
 - Sequenced procurement aligned to financial close and construction readinessProcurement planning is embedded within the PPP and concession-based delivery approach, even if not labelled as a standalone “Procurement Plan”.
Procurement Planning:

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 - A phased delivery model (Phase 1 and Phase 2)

- Early market engagement with investors and advisors
- Sequenced procurement aligned to financial close and construction readiness

Procurement planning is embedded within the PPP and concession-based delivery approach, even if not labelled as a standalone “Procurement Plan”.

- **Concession and PPP-Style Procurement Action**

Concession and PPP-Style Procurement Action:

This is explicitly applicable.

The project is structured around:

- A PPP / blended-finance model
- Long-term concession-style participation for development, operation, and revenue generation

This is the primary procurement action mechanism for the project.

Concession and PPP-Style Procurement Action:

This is explicitly applicable.

The project is structured around:

- A PPP / blended-finance model
- Long-term concession-style participation for development, operation, and revenue generation

This is the primary procurement action mechanism for the project.

- **competitive bid tender process**

Competitive Bid Tender Process:

Competitive processes are clearly implied for:

- Appointment of EPC contractors
- Specialist service providers
- Operations and maintenance partners

While not a traditional public-sector open tender, competitive bidding is fundamental within the PPP/concession framework.

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14. Social Impact

- **Inclusive Economic Participation**

Enables participation of local communities, SMEs, women-owned and historically disadvantaged enterprises through procurement, employment, and supply chains.

- **Social Equity & Spatial Justice**

Addresses historic spatial exclusion by unlocking development and access in the northern metropolitan area.

- **Job Creation**

Generates significant direct, indirect, and induced employment across construction, aviation, logistics, tourism, and agribusiness sectors.

- **Community Empowerment**

Strengthens local participation through stakeholder engagement, community consultation, and local economic opportunities.

- **Gender Inclusion**

Advances gender-responsive procurement and employment practices, prioritising women's participation and empowerment.

- **Improved Livelihoods**

Supports income generation and long-term livelihood stability through sustained employment and enterprise development.

- **Enhanced Quality of Life**

Improves mobility, access to economic opportunities, and overall regional liveability.

- **Regional Economic Resilience**

Strengthens system-wide resilience by providing aviation redundancy and continuity during disruptions.

- **Environmental Sustainability**

Promotes climate-smart infrastructure, reduced aviation emissions through alternate airport functionality, renewable energy integration, and biodiversity stewardship.

- **Skills Development and Job Creation**

Creates large-scale employment during construction and long-term operations, alongside skills development in aviation, logistics, engineering, and services.

- **Ethical and Transparent Governance**

Delivered through regulated PPP frameworks, Environmental Authorisation processes, and ongoing compliance monitoring.

- **Health and Well-being**

Improves regional resilience, emergency response capability, and reduces environmental stressors through modern, regulated infrastructure.

- **Safety & Security**

Enhances aviation safety, emergency preparedness, and personal security through compliant airport operations.

- **Enhanced Accessibility & User Experience**

Improves regional and international connectivity, travel reliability, and passenger experience.

15. Property Availability

Has the land for the site been identified?	Yes
Remarks	The Cape Winelands Airport (CWA) project is located on the Fisantekraal Airfield, an existing aviation site situated within the City of Cape Town Metropolitan Municipality.

16. Project Stage-2 Submission & Approval

Self Approved By: **Deon Cloete**

Self Approved On: **23 Jan 2026 10:25:37 AM**

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