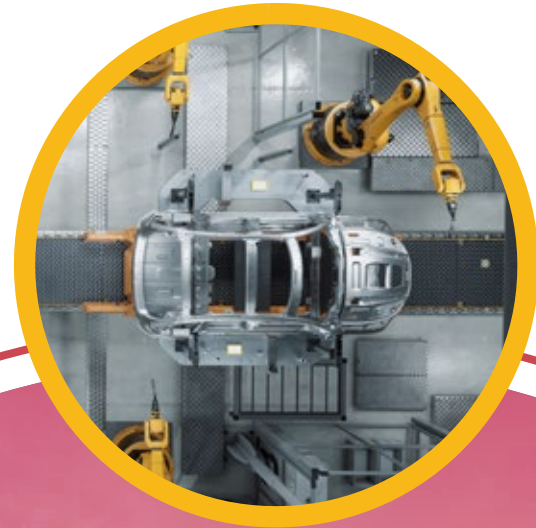


GAUTENG PROVINCE

ECONOMIC DEVELOPMENT
REPUBLIC OF SOUTH AFRICA



Revised Annual Performance Plan **2025-2026**

Executive Authority Statement

The GGDA plays a pivotal role as an implementing agent of the Gauteng Department of Economic Development (GDED), and our activities are aligned with the key pillars of the Gauteng City Region Economic Development Plan. The alignment with policies such as the Growing Gauteng Together 2030 (GGT 2030), and the Township Economic Development Act and the Gauteng Provincial Medium Term Development Plan (MTDP), demonstrates our commitment to inclusive economic growth and job creation. Through a collaborative approach with various stakeholders in government, industry, and communities, the GGDA is at the forefront of creating an enabling environment for businesses to thrive.

Strategic Priorities for 2025-26 Financial Year

Looking forward, our focus for financial year 2025-26 is to further solidify Gauteng's role as the economic powerhouse of South Africa. We are guided by several key priorities:

Investment Facilitation and Trade Promotion:

Our target is to facilitate R28 billion in investments and R5.3 billion in trade deals over the next financial year through international trade missions, partnerships with key markets such as the African Continental Free Trade Area (AfCFTA), and global exhibitions, we will continue to support Gauteng businesses in expanding their global footprint.

Economic Infrastructure development:

The OR Tambo SEZ, Vaal SEZ, the West-Rand SEZ, and the Lanseria Hi-Tech SEZ will play a pivotal role in driving industrial growth in underdeveloped areas of Gauteng. The finalisation of land preparation and bulk designs for the Vaal SEZ and West Rand SEZ is a key priority. These SEZs will provide the necessary infrastructure for industries to flourish and will be instrumental in attracting new investments. Our SEZs will anchor growth in mineral beneficiation, agri-processing, and high-tech GBS sectors, while creating jobs in the process.

Support for Micro, Small, and Medium Enterprises (MSMEs)

Small businesses are the backbone of our economy, and we will continue to provide them with the necessary support to thrive. This includes facilitating access to finance, mentorship, and markets, as well as implementing the Township Economy Development Act to drive inclusive growth in historically marginalized areas.

The GGDA, through AIDC, is expanding **Township Automotive Hubs** in areas such as:

- **Alexandra (Central Corridor)**
- **Westonaria (Western Corridor)**

These hubs aim to:

- **Upskill township-based MSMEs:** Training in technical and business skills will be provided to improve service quality and competitiveness.
- **Provide access to modern equipment:** MSMEs will operate in RMI-accredited facilities, enhancing their ability to serve the automotive aftermarket.
- **Facilitate market access:** MSMEs will be linked to OEMs and larger supply chains, enabling them to scale operations and increase revenue.

In 2025–26, the AIDC targets:

- 60 MSMEs upskilled
- R4 million in revenue generated from township hubs
- R45 million in revenue from MSMEs in incubation programmes

Green Economy and Innovation:

The growing demand for green technologies presents an exciting opportunity for Gauteng to position itself as a leader in sustainable development. We will continue to actively support startups in the green technology sector and promote initiatives that contribute to environmental sustainability. TIH will focus on the following **key deliverables** to support this strategic priority:

- Facilitate **15 innovation pilots** addressing real-world challenges in energy, water, waste, and climate resilience.
- Collaborate with government departments and industry to co-create solutions that are scalable and commercially viable.
- Support **startups and MSMEs** in renewable energy, circular economy, and clean manufacturing.
- Provide access to **lab infrastructure, mentorship, and funding** through the Climate Innovation Centre and BioPark.
- Establish **sector-specific clusters** to foster collaboration between academia, industry, and government.
- Promote knowledge exchange and joint ventures to accelerate commercialization.
- Provide commercialization pathways for green technologies through market access programmes and investor matchmaking.

- Train **1,000 youth** in digital and green economy skills, including coding, data analytics, and smart energy systems.
- Leverage EkasiLabs and township innovation hubs to ensure inclusive participation.

Building a Resilient and Inclusive Economy

Our commitment to building a resilient and inclusive economy remains unwavering. This commitment is reflected in our focus on creating opportunities for historically disadvantaged groups, including women, youth, and people living with disabilities. Our procurement strategies are designed to ensure that black-owned, women-owned, and youth-owned businesses have access to public procurement opportunities.

In addition, we recognize the need to adapt to the changing nature of work and the skills required in the 21st-century economy. As such, the GGDA will continue investing in skills development programmes so that our workforce is equipped to meet the demands of a rapidly evolving global economy. Through partnerships with academic institutions, industry, and government, we are creating a pipeline of talent that will drive innovation and economic growth in Gauteng.

The challenges we face as a region, a country, and a global community are significant, but so too are the opportunities. GGDA is committed to driving inclusive growth, fostering innovation, and creating jobs for the people of Gauteng. We are confident that the strategies and initiatives outlined in this Annual Performance Plan will position Gauteng as a leading economic hub, not only in South Africa but across the African continent.

As we move forward, we remain committed to working collaboratively with all stakeholders to achieve our shared vision of a prosperous, inclusive, and sustainable Gauteng City Region.

We would like to express our gratitude to the Board of Directors, our dedicated management team, and all our stakeholders for their continued support and contributions to the success of GGDA.

Mr.Craig Cornish
Group Chairperson
Date

Accounting Officer Statement

Gauteng remains the economic engine of South Africa, contributing 33.2% to the country's GDP and accounting for nearly 7% of Sub-Saharan Africa's GDP. As South Africa grapples with broader economic challenges, including energy shortages and rising inflation, Gauteng's role as a beacon of growth and investment has become even more critical. Its outsized role in driving national GDP growth, employment, and investment masks deeper structural issues that threaten to undermine our prospects.

Our 2025-2026 Annual Performance Plan (APP) sets out key initiatives aimed at bolstering the economy while addressing the structural issues that have historically held the region back. We must take a proactive stance in driving sustainable industrialization, fostering innovation, and ensuring that Micro, Small, and Medium Enterprises (MSMEs) have the support they need to integrate into larger value chains.

Investment Facilitation and Promotion

Through the inaugural Gauteng Investment Conference (GIC), the Gauteng Provincial Government has successfully positioned the province as Africa's leading investment destination.

The conference, officially launched at the Johannesburg Stock Exchange (JSE) in February 2025, has surpassed its initial target of securing R300 billion in investment pledges, achieving an outstanding R312.5 billion.

The Gauteng Provincial Government has identified high-growth sectors as critical drivers for sustainable economic development. Key investment pledges have been secured across 60 projects in 15 sectors, including:

- Agro-processing – R22.7 billion
- Manufacturing – R15.3 billion
- ICT – R80.7 billion
- Transport & Logistics – R39.7 billion
- Energy – R4.9 billion
- Automotive – R9.8 billion
- Property Development – R123.7 billion
- Additional pledges in Mining, Health, Retail, Aviation, and Water & Sanitation

These investments align with the Gauteng Growing Together 2030 (GGT 2030) Plan, which focuses on economic recovery, transformation, and industrialisation. The province aims to foster MSME development through Sector Plans, encourage skills training, and support innovation across industries.

The Gauteng Investment Conference attracted over 300 investors worldwide, reflecting global confidence in Gauteng's economic future. Investment pledges were secured from

multiple regions. The conference showcased 117 public-sector projects valued at R239 billion, focusing on energy, logistics, digital technology, housing, and manufacturing. These initiatives are expected to create over 114,852 jobs, strengthening Gauteng's socio-economic landscape and reinforcing the province's commitment to inclusive economic growth.

The Gauteng Investment Conference has marked the beginning of a new era of high-impact investments, ensuring that Gauteng remains the heartbeat of Africa's economy. With a clear vision, strong partnerships, and unwavering commitment to development, the province is poised to achieve its ambitious R800 billion investment targets by 2030.

Catalytic Infrastructure Projects:

The Gauteng Growth and Development Agency (GGDA) Economic Infrastructure Pipeline 2025-2030 outlines 10 major infrastructure projects aimed at fostering economic growth, industrial development, and investment attractions across Gauteng.

During the 2025-26 FY, the plan is to focus on Special Economic Zones (SEZs) and industrial parks. These projects span across Western, Southern, Eastern, Central/Western, and Northern corridors, with a phased implementation strategy. Key deliverables include feasibility studies, infrastructure development, securing investment, regulatory approvals, and operationalization. Each project aims to enhance job creation, industrial diversification, economic transformation, and global competitiveness.

Support for Small and Township Enterprises

As part of our mandate to drive inclusive growth, we are dedicated to empowering, Micro Small, and Medium Enterprises (MSMEs), particularly those in townships. The implementation of the Township Economy Development Act (TEDA) will ensure that township-based businesses are better integrated into provincial economic activities. Our focus on MSMEs development includes sector-specific incubation programs and access to procurement opportunities. By linking township enterprises with larger supply chains, we aim to foster economic dynamism and resilience in historically disadvantaged areas.

Transformation of Key Economic Sectors

One of the major challenges in Gauteng's economy is the concentration of growth in the tertiary sector at the expense of manufacturing and other critical industries. Over the financial year, the GGDA will focus on re-industrialization efforts through sector development initiatives. We will collaborate with public and private sector partners to drive transformation within high-growth sectors such as ICT, automotive manufacturing, and green technologies. These efforts are geared toward creating an inclusive, diversified economy that can weather external shocks and sustain long-term growth.

Innovation and Skills Development

As technology continues to reshape industries, we must prioritize innovation and skills development. Skills development is essential to ensure that Gauteng remains competitive in a globalized economy. Our Automotive Industry Development Centre (AIDC) and The Innovation Hub (TIH) will play a key role in fostering innovation in the automotive and technology sectors, particularly for youth and women, to ensure that our workforce is prepared for the jobs of the future.

A Commitment to Transparency and Accountability

Finally, the success of this Annual Performance Plan (APP) will depend on our ability to implement it effectively and transparently. We are committed to maintaining the highest standards of governance and accountability. The GGDA will continuously assess the effectiveness of its programs and initiatives, adjusting where necessary to ensure that we remain aligned with our mission and goals.

As we embark on this journey, I wish to thank our stakeholders, partners, and the people of Gauteng for their unwavering support. Together, we can build a more inclusive, sustainable, and prosperous Gauteng City Region.

Sthembiso Dlamini
Acting Group Chief Executive Officer
Date

Official Sign-Off

It is hereby certified that 2025-26 revised Annual Performance Plan:

- Was developed by the management of the Gauteng Growth and Development Agency (GGDA) under the guidance of Member of Executive Committee Honourable Lebogang Maile and Board of Directors
- Considers all the relevant policies, legislation, and other mandates for which the GGDA is responsible, inclusive of priorities set in the GGT2030, GPG: MTDP, MEC's performance agreement and Premier's SOPA commitments.
- Accurately reflects the Outcomes and Outputs which the GGDA will endeavor to achieve over the period 2025-2026.

Mpho Baatjies
Group Chief Financial Officer
Date

Signature: _____

Mr. Sipho Marala
Executive Group: TIRE
Date:

Signature: _____

Mr. Luxolo Lengs
Executive Group: EPMO
Date:

Signature: _____

Andile Africa
CEO AIDC
Date

Signature: _____

Bangani Mpangalasane
CEO TIHMC
Date

Signature: _____

Leah Mabusela
Acting CEO Conhill
Date

Signature: _____

Thandiwe Ngqobe
CEO GIDZ
Date

Signature: _____

Mr. Muziwethu Mathema
Head of Strategy and Planning
Date:

Signature: _____

Sthembis Dlamini
Acting Group Chief Executive Officer
Date

Signature: _____

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Mr. Craig Cornish
Board Chairperson: GGDA

Signature: _____

Mr. Motlatjo Moholwa
Head of Department: GDED
Date:

Signature: _____

Approved by:
Mr. Lebogang Maile
Executive Authority
Date

Signature: _____

LIST OF ACRONYMS

Acronym / Abbreviation	Meaning
AFCFTA	African Continental Free Trade Area
AITF	Automotive Industry Transformation Fund
AIDC	Automotive Industry Development Centre
APP	Annual Performance Plan
ASP	Automotive Supplier Park
BRICS	Brazil, Russia, India, China and South Africa
CCI	Cultural and Creative Industries
DDI	Domestic Direct Investment
DTIC	Department of Trade, Industry and Competition
EPWP	Extended Public Works Programme
EPMO	Enterprise Project Management Office
EIA	Environmental Impact Assessment
FDI	Foreign Direct Investment
GBS	Global Business Services
GGDA	Gauteng Growth and Development Agency
GCR	Gauteng City Region
GDP	Gross Domestic Product
GIC	Gauteng Investment Conference
GIDZ	Gauteng Industrial Development Zone
GGT (2030)	Growing Gauteng Together (2030) Strategy
GDDED	Gauteng Department of Economic Development
GPG	Gauteng Provincial Government
IGR	Intergovernmental Relations
IATF	Intra Africa Trade Fair
IPAP	Industrial Policy Action Plan

Acronym / Abbreviation	Meaning
IMF	International Monetary Fund
LSC	Lanseria Smart City
MEC	Member of Executive Committee
MTEF	Medium Term Expenditure Framework
MTDP	Medium Term Development Plan
MICE	Meetings, incentives, conferences, exhibitions, and events
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NDP	National Development Plan
NIPF	National Industrial Policy Framework
OEM	Original Equipment Manufacturer
ORTAMBO-SEZ	OR Tambo International Airport Special Economic Zone
SAQA	South Africa Qualifications Authority
SEZ	Special Economic Zones
SME	Small and Mid-Size Enterprises
MSME	Micro, Small and Medium Enterprises
SPV	Special Purpose Vehicle
PGM	Platinum Group Metals
PPP	Public-Private Partnership
PRT	Professional Resource Teams
SOPA	State of the Province Address
STATS SA	Statistics South Africa
TIH	The Innovation Hub
TISH	Townships, Informal Settlements and Hostels
TIRE	Trade, Investment and Regulatory Enablement
TMR	Transformation, Modernization, and Re-industrialisation

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PART A: OUR MANDATE

1. Constitutional mandate

The Constitution of the Republic of South Africa is the country's supreme law and has sections relevant to economic development. Schedule 4 and 5 of the Constitution highlights the following areas (which are concurrent national and provincial competencies) which drive the constitutional mandate and purpose of the GGDA:

- Trade & Investment.
- Tourism.
- Industrial promotion.
- Provincial cultural matters.

2. Legislative and policy mandates

The expanded mandate of the GGDA enables the agency to promote economic growth and development in an integrated manner. The objectives of the GGDA, in terms of Section 3 of the amended Blue IQ Investment Holdings Act No. 5 of 2013, are to:

- Enable the economic development focus on sustainable jobs.
- Drive growth in the provincial gross domestic product and employment rates.
- Strategically position the province as a globally competitive city region.
- Facilitate partnerships and create linkages across the province to maximise service delivery outcomes; and
- Support the development of key sectors in the economy, in line with the established economic and industrial policies of the province.

The GGDA's responsibilities are carried out in terms of (but not limited to) the following national and provincial laws:

National legislation	Provincial legislation	Good governance policy framework
Public Finance Management Act, as amended 1999	Blue IQ Investment Holdings Act, 2003, as amended	King IV™
Companies Act, 2008, as amended 2011	Gauteng Tourism Act, 2001	Revised Framework for Strategic Plans and Annual Performance Plans
Promotion of Access to Information Act, 2000	The Gauteng Tender Board Repeal Act, 2002	
Intergovernmental Relations Framework Act, 2005	Gauteng Unfair Business Practices Act, 1996	
Preferential Procurement Policy Framework Act, 2000	Gauteng Intergovernmental Fiscal Relations Act, 1997	
Employment Equity Act, 1998		
Basic Conditions of Employment Act, 1997		

National legislation	Provincial legislation	Good governance policy framework
Labour Relations Act, 1995 Occupational Health and Safety Act, 1995 Prevention and Combating of Corrupt Activities Act, 2004 Skills Development Act, 1998 World Heritage Convention Act, 1999 Credit Agreements Act, 1980 Business Act, 1991 National Environmental Management: Protected Areas Act, 2003 Sales and Services Matters Amendment Act, 1995 Municipal Systems Act, 2000 Township Planning and Township Ordinance, 1986 Development Facilitation Act, 1995 Broad-based Black Economic Empowerment Act, 2003 Municipal Finance Management Act, 1999 South African Qualifications Authority Act, 1995 Promotion of Access to Information Act, 2000 Promotion of Trade and Investment Bill Special Economic Zone (SEZ) Act, No. 16 of 2014.		

3. Institutional Policies and Strategies over the five-year planning period

As the implementing arm of the Gauteng Department of Economic Development (GDED), the Gauteng Growth and Development Agency (GGDA) aligns with key policy frameworks to ensure its programmes are strategically grounded, responsive to government priorities, and operationally effective. These frameworks—such as the National Development Plan (NDP 2030), Growing Gauteng Together 2030 (GGT2030), the Township Economic Development Act (TEDA), and the Industrial Policy Action Plan (IPAP)—provide the legislative and strategic foundation for GGDA’s mandate to drive inclusive economic growth, industrialisation, and job creation.

By aligning with these policies, GGDA ensures coherence with national and provincial development goals, facilitates integrated planning, and enhances its ability to mobilise resources, attract investment, and deliver impactful programmes across Gauteng’s economic corridors. Furthermore, GGDA applies a robust performance measurement framework to track outcomes and outputs, ensuring that its interventions are evidence-based, transparent, and aligned with its strategic objectives.

Policy Framework	Level	Purpose / Relevance to GGDA
National Development Plan (NDP) 2030	National	Long-term vision for eliminating poverty and reducing inequality through inclusive growth and employment.
Economic Reconstruction and Recovery Plan (ERRP)	National	Post-COVID strategy focusing on infrastructure, industrialisation, and job creation.
Industrial Policy Action Plan (IPAP)	National	Sectoral development and industrialisation, especially in manufacturing and agro-processing.
Special Economic Zones (SEZ) Act No. 16 of 2014	National	Legal framework for SEZ development, central to GGDA’s infrastructure and investment strategy.
Broad-Based Black Economic Empowerment (B-BBEE) Act	National	Promotes transformation and inclusive participation in the economy.
Growing Gauteng Together 2030 (GGT2030)	Provincial	GGDA’s core strategic alignment focuses on doubling GDP, halving unemployment, and reducing inequality.
Gauteng Provincial Medium-Term Development Plan (MTDP)	Provincial	Translates GGT2030 priorities into actionable programmes over five years.
Gauteng Industrial Policy Framework (GIPF)	Provincial	Supports industrialisation and competitiveness in key sectors.
Gauteng Office of the Premier Strategic Plan (2020–2025)	Provincial	Provides governance and coordination for provincial entities including GGDA.
Township Economic Development Act (TEDA)	Provincial	Enables procurement and support for township-based enterprises.
African Continental Free Trade Area (AfCFTA)	Continental	Expands trade opportunities for Gauteng-based firms across Africa.

4. Relevant court rulings

There are no relevant court rulings.

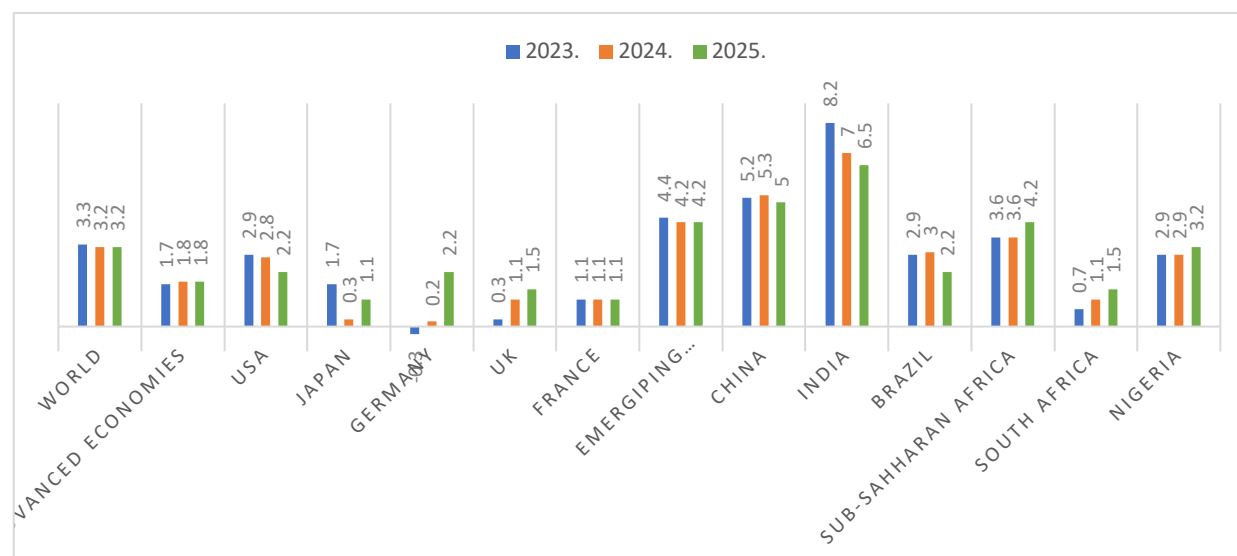
5. Situation Analysis

5.1. External Environment Analysis

The Global Context: Divergent Post-Covid Recovery

Global growth was stable in the third quarter of 2024 but at a low performance, declines were reported for some major economies in Europe and emerging economies. However, growth in the United States was adjusted upwards which somewhat offset the under-performance from other major economies. In emerging market and developing economies, disruptions to production and shipping of commodities, especially oil—conflicts, civil unrest, and extreme weather events have led to downward revisions to the outlook for the Middle East and Central Asia and that for sub-Saharan Africa.

Figure 1: Revised Global Growth Projections (October 2024)



IMF WEO Report (October 2024); GGDA BI

However, growth picked up in emerging Asia, where surging demand for semiconductors and electronics, driven by significant investments in artificial intelligence, has bolstered growth, a trend supported by substantial public investment in China and India. Progress on disinflation, which is complicating monetary policy normalization. The upside risks to inflation have thus increased, raising the prospect of higher or even longer interest rates, in the context of escalating trade tensions and increased policy uncertainty.

Relative to the June 2024 World Economic Outlook (WEO), first quarter growth remained flat with divergent output reported for many countries, although upside in the United States, and downsides in Germany and Japan were notable. In the United States, growth

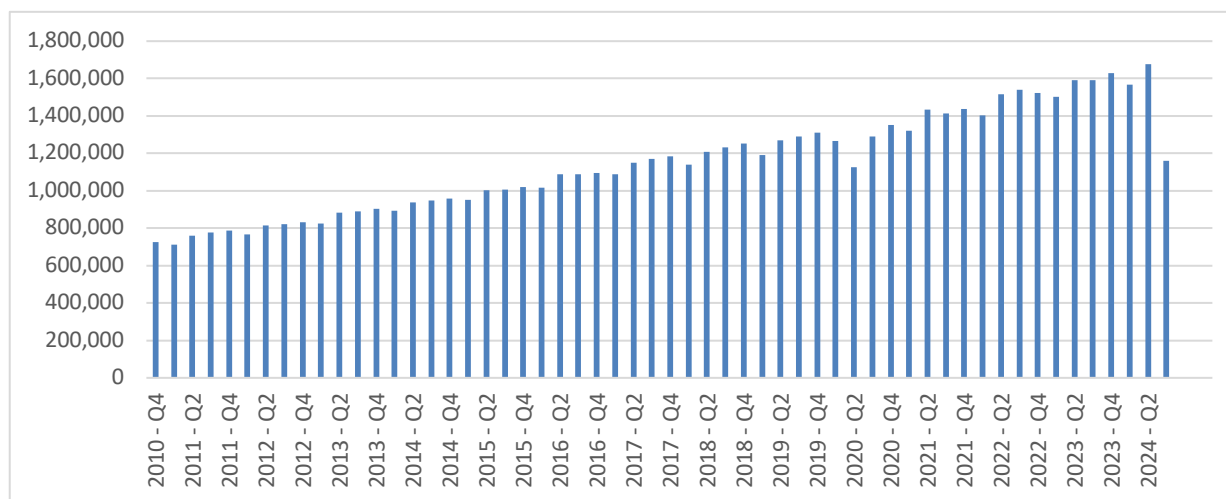
was adjusted upwards following strong out-performance while in Japan there was a sharper-than-expected slowdown in growth due to subdued consumption and a trade deficit.

In China, fiscal policy to support artificial intelligence spending boosted domestic consumption third quarter, aided by what looked to be a temporary surge in exports belatedly reconnecting with last year's rise in global demand. But the engine of global growth seems to be India. It should be noted that both USA and China are large economies and growths that exceed 2% is significant.

South Africa's GDP Declines in Q3 2024

South Africa's registered a reversal of growth as the GDP decreased by 0.3% in the third quarter of 2024, following an increase of 0.3% in the second quarter of 2024. The decline was mainly driven by contraction in agriculture (down 28,8% and contributing -0,7 of a percentage point to the negative GDP growth). This was primarily due to decreased economic activities reported for field crops as the activities in the sector are seasonal and field crops will only be expected after the summer rains.

Figure 2: South African Annualised Quarterly GDP Performance over the years (R billion)



Source: Statistics SA (2024), GGDA BI

Transport, storage and communication industry also decreased by 1,6%, contributing -0,1 of a percentage point. One of the largest sectors, trade decreased by 0,4%. Decreased economic activities were reported for wholesale trade, motor trade and food and beverages. General government services decreased by 0,1%, mainly due to decreased employment in national and provincial government and extra-budgetary institutions. However, growth in the finance, real estate and business services industry of 1,3% boosted moderated the decline in the output.

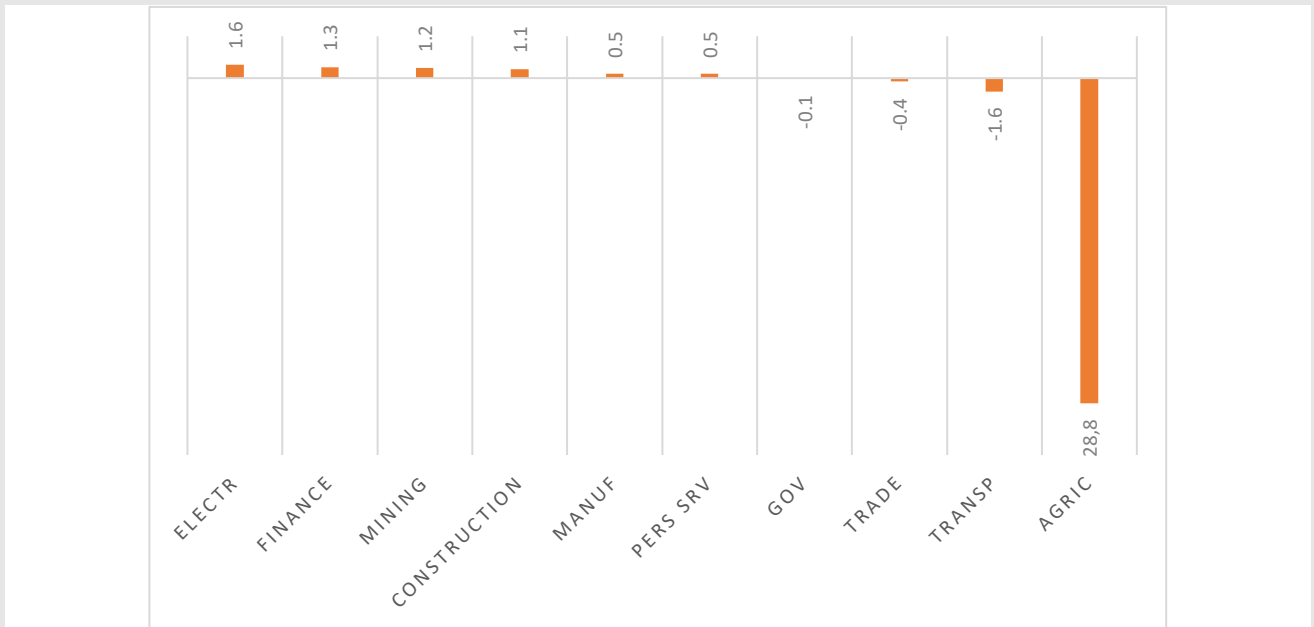
Box 1: Structural Dynamics and Policy Challenges

South Africa's economy shows a mix of resilience and vulnerability as it continues its post-COVID recovery. Annual GDP growth of 1.2% indicates some stability, but a contraction in the last quarter (-0.3%) reveals persistent challenges in critical sectors like mining, manufacturing, and agriculture. These foundational industries, historically significant to the national economy, face headwinds from global market shifts and domestic inefficiencies. Real GDP was R1 161 billion in Q3: 2024, down from an all-time high in the previous quarter. This was surprising given that the country had gone an elongated period of no loadshedding and will tamper investor confidence as indicated by the decline in the exchange rate of the rand to US dollar.

Sectoral Contribution to GDP decline in Q3 2024

Four of the ten industries registered declines in Q3 of 2024 led by agriculture, transport, trade and general government. However, electricity as well as finance grew by 1.6% and 1.3% respectively. Significant contributions also came from mining, construction personal services. Although the manufacturing sector posted a growth of trade 0.5%, this was insignificant given that agriculture, transport and trade declines contributed -28.8% and -1.6% and -0.4% respectively, thus resulting overall GDP decline in the quarter.

Figure 3: Growth by sectors in Q3 2024 (%)



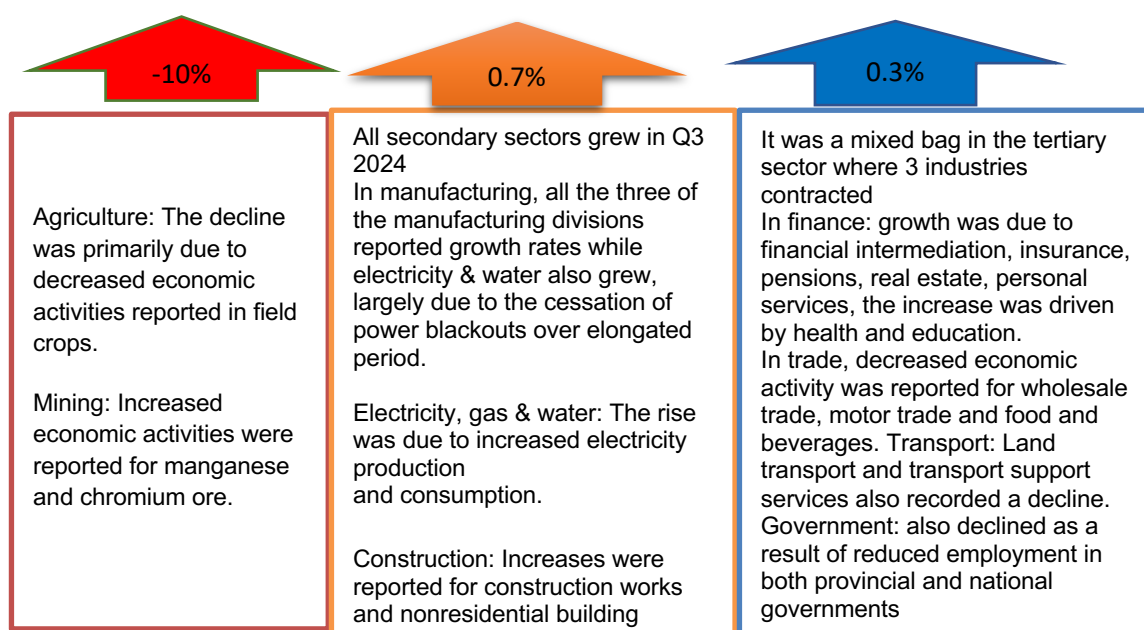
Source: Statistics SA, GGDA BI

The finance sector is a standout, consistently driving growth and emerging as a stabilizing force in the economy. However, this strength contrasts sharply with severe job losses in the sector—down 58,500 jobs in the last quarter and over 121,000 in the past year. This anomaly suggests structural transformations such as automation, cost-cutting, or a shift in business models, which may improve productivity at the expense of employment. Policymakers must strike a balance between supporting the sector's competitiveness and addressing its socio-economic fallout. Meanwhile, agriculture, construction, and mining show signs of recovery, driven by short-term gains. These sectors, particularly construction, which grew due to infrastructure projects, represent opportunities for sustained investment and job creation. However, long-term challenges remain, requiring strategic attention to unlock their full potential.

Performance by Broad Sectors

Only the primary sector registered negative growth in Q3 of 2024 of 10% while the secondary sector registered broad and significant growth in all the three industries. The tertiary sector recorded modest growths in two industries (finance and personal services) while three (Transport, Trade and Government) others contracted. The two-pot pension system led to growth in the finance sector as some pensioners cashed out a portion of their pension fund after the law was changed to enable early withdrawal.

Figure 4: GDP Performance by Broad Sectors (Q3 2024)



Source: Statistics SA, GGDA BI

Provincial GDP growth in Q3 2024

While the national GDP growth contracted by -0.3% in Q3, 2024, Gauteng's economy advanced by 0.3%. indicating a resilient economy, perhaps buoyed by the significant growth in the finance sector which is mostly concentrated in the province. This suggests that while other regions struggle, Gauteng's diversified economy and its role as the financial and industrial hub allow it to absorb shocks more effectively and continue growing. Since 2020Q1, Gauteng has continued to strengthen its position as South Africa's economic engine, increasing its share of GDP from 33.6% to 34% in 18 quarters while other provinces face challenges in maintaining or growing their contribution to national GDP. However, this pose increases socio-economic pressures in Gauteng as people migrate to Gauteng in search for more opportunities.

Gauteng continue to show growth across all periods, with 2.4% (post-COVID), 1.2% (year-on year), and 0.3% (in Q3 2024).

The economy of the Eastern Cape registered significant post-COVID growth of 2.2% but slowed to 0.0% in the year ending Q3 2024 before declining by 0.3% in the third quarter of 2024.

North-West posted post-COVID growth of 2.1%, 0.5 in the year ending Q3, 2024 before declining by 0.2 in the third quarter of 2024).

Limpopo posted moderate post-COVID growth (0.6%) but was flat over remaining periods under consideration.

Western Cape had a modest post-COVID growth of 1.2% but declined by 0.75 in the third quarter of 2024.

Both the Northern Cape and Free State have consistently posted negative growth across all the periods under consideration, with the most significant decline observed in the third quarter of 2024.

KwaZulu-Natal also shows declining trends, with the worst performance in the last 90 days (-0.9%).

Observation: many provinces, particularly those dependent on traditional industries like mining and agriculture, have seen a decline in their contribution to national GDP. This reflects broader structural issues within the South African economy such as the energy crisis challenges in the mining sector and volatility in global markets as well as the seasonal (off-season) declines attributed mainly to the agricultural sector.

Gauteng's Dominant Role in Driving Economic Recovery.

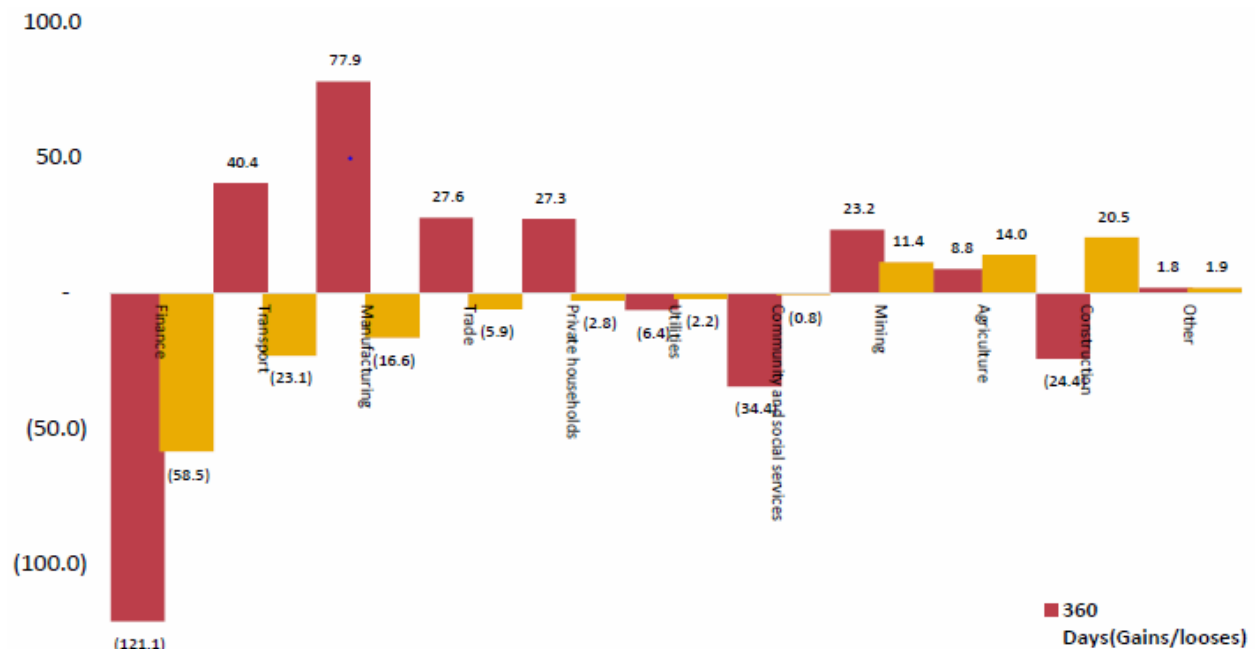
Gauteng remains the cornerstone of South Africa's economy, contributing 34% of the national GDP at the end of Q3, 2024 up from 33.6% in Q1 2020. Its post-COVID GDP growth of 2.4% far outpaces the national rate of 1.2%, with a 1.2% growth over the past year compared to the national average of 0.4%. Even in the last quarter, while the national GDP contracted by -0.3%, Gauteng achieved a modest growth of 0.3%. This robust performance highlights its diversified economic structure and its role as the financial and industrial hub of South Africa. KwaZulu-Natal and the Western Cape, the second and third-largest provincial economies respectively, present a more mixed picture. KwaZulu-Natal, contributing approximately 16% to national GDP, has faced recent challenges, including a decline of -0.9% in the last quarter.

This reflects ongoing struggles in its manufacturing and logistics sectors, exacerbated by global trade disruptions and local socio-political factors, such as the lingering effects of the 2021 unrest. Over the post-COVID period, its growth has been subdued, reflecting vulnerabilities in key industries. The Western Cape, accounting for around 14% of the national GDP, has shown more consistent resilience, with post-COVID growth of 1.2%, in line with the national average. However, it contracted by -0.7% in the last quarter, driven by declines in tourism and agriculture, two sectors central to its economy. The province's

relatively stable performance over the long term highlights its diversified economic base, including strong contributions from finance and technology.

Gauteng Sector Performance Last Year

Figure 5: Sector share to Gauteng's economy



StatsSA (2024);

Sectors Driving Growth:

Finance was the anchor sector in the year ending September 2024, which saw its cumulative growth of 1.4%. The dominance of the financial sector shows its linkages to all the sectors and its resilience to survive even during lockdown and power outages. The performance is driven by banking, insurance, and business services, supports economic growth. Other sectors that contributed positively to the province growth is the transport sector which grew by 0.2% with a Share of GDP growth of 16.0%.

Community services, including health, education, and other social services, are providing consistent growth, possibly due to government support and demand for public services. The growth in Electricity, Transport, General Government: These sectors grew by 0.1%, contributing between 7.5% and 8.1% was mainly due to increased investment in the alternative electricity generation methods, while transport and general government spending also supporting GDP.

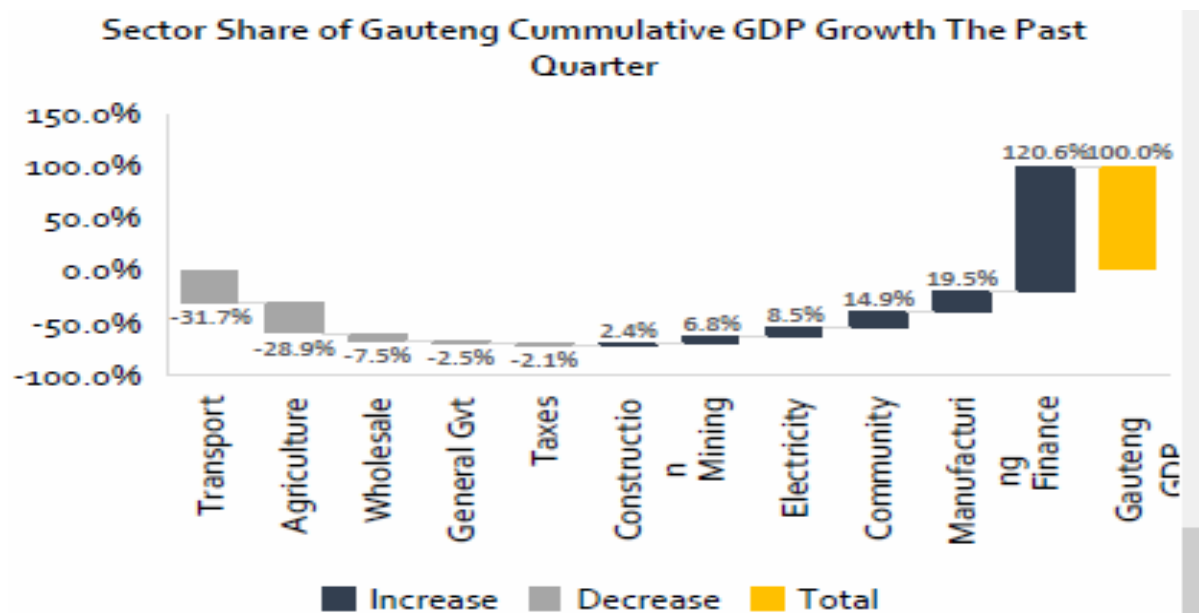
Key Sectors dragging Growth:

Manufacturing declined cumulatively by 0.2% while its share of growth over the last year declined by 11.8%. Manufacturing has seen a negative impact on Gauteng's economy, suggesting challenges in industrial output and possible issues like supply chain disruptions, increased costs, or lower demand.

Wholesale also declined by 0.1% in the year ending Q3, 2024 and its share of the GDP growth over the period also declined by 9.1%. The wholesale sector is facing negative growth, reflecting weaker consumer demand or trade issues. Construction's cumulative growth was -0.1% and its share of the GDP growth over the period was -8.6%.

The construction sector is also in decline, which could be tied to fewer infrastructure projects or reduced investment in real estate. Agriculture and Mining: Cumulative Growth: Both sectors have seen a drop of -0.1%, with shares of GDP growth at -5.1% for agriculture and -4.7% for mining: Agriculture's contribution is shrinking, potentially due to droughts or other adverse weather conditions, while mining, which traditionally plays a key role in the economy, may suffer from commodity price fluctuations or labor.

Figure 6: Gauteng Cumulative GDP Growth by Sector in Q3, 2024.



StatsSA (2024)

Weighted contributions by sector

Positive Contributors:

Finance is the largest contributor across all periods, in the last year Finance growth has outpaced the growth of the aggregate economy 2.0% (post-COVID). The sector posted 1.1% growth 360 days year-on-year and 0.4% on the quarter.

Community Services also made a significant contribution of 1.1% (post-COVID), 0.2% (360 days) and 0.1% (90 days).

Transport contributed 0.6% post-COVID, though its contribution declined to negative over 90 days.

Negative Contributors:

Agriculture consistently detracts from growth, particularly in the short term (-0.1% weighted contribution over 90 days).

Construction and Manufacturing weigh on post-COVID growth (-0.4% and -0.6%, respectively). However, despite its recovery in the last 90 days, the sector has struggled post-COVID, likely due to reduced infrastructure investment or weak private sector demand.

Wholesale Trade also declined slightly, posting a -0.4% decline post-COVID).

National Employment Scenario in Q3 2024

South Africa's unemployment rate fell to 32.1% in Q3 of 2024, down from a two-year high of 33.5% in the prior period, marking the first decrease since Q3, 2023. The number of unemployed individuals dropped by 354 thousand, reaching 8 million, the lowest figure in almost a year, while the labour force declined by 79 thousand to 24.9 million. Discouraged work-seekers increased by 160 thousand and the number of persons who were not economically active for reasons other than discouragement increased by 54 thousand.

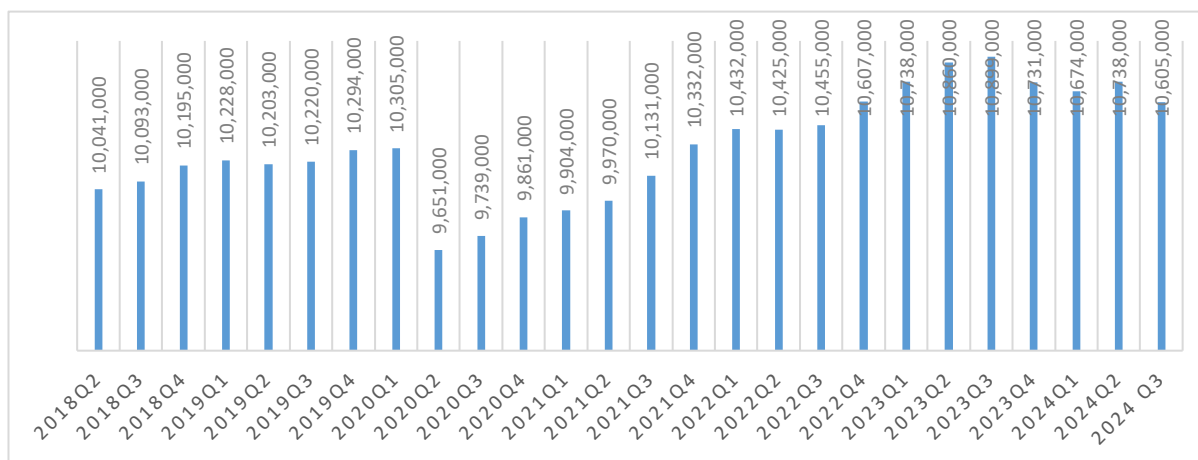
On the other hand, employment increased by 294 thousand to an all-time high of 16.9 million. Job gains were concentrated in community and social services (+194 thousand), construction (+176 thousand), and trade (+109 thousand), while the finance sector saw the largest decline (-189 thousand). The expanded definition of unemployment, which includes those discouraged from seeking work, was 41.9% in Q3, compared to 42.6% in the previous three-month period.

Increase in employment

The number of employed people decreased by 133 thousand from 10 738 000 in Q2, 2024 to 10 605 000 in Q3, 2024 but still higher than the pre-covid low of 9.9 million in Q1, 2021. This figure represents a decrease of 1.2% when compared to the previous quarter. Year-

on-year there was an annual decrease of 294 thousand jobs (-2.7%) in Q3:2024 compared with the corresponding quarter of the previous year.

Figure 7: Employment (number) in South Africa from 2018Q2 to 2024Q4



StatsSA (2024; GGDABI)

South Africa's Employment Gains by Sector

It is important understand the GDP and employment share of each sector/industry. This is necessary because some sectors may be small in GDP, but their share of employment is larger. In Q3 of 2024, the community services industry reported the most decline with 131 000 jobs, primarily driven by decreases in part-time employment. This sector also lost most jobs (265000) annually (between Q3, 2023 and Q3, 2024). Other sector that lost significant jobs in the year was the business services sector which includes finance, insurance and real estate. On the quarter, the sector lost 15000 jobs and, in the year, ending Q3, 2024, the sector lost 24000 jobs.

Figure 8: Sectorial Employment in Q3 2024 (thousands)

	Q-to-Q ('000)	Y-on-Y ('000)
Trade	19	26
Manufacturing	-4	-6
Business services	-15	-24
Transport	-3	0
Construction	4	-16
Mining	-2	-10
Community services	-131	-265
Electricity	-1	1

StatsSA (2025); GGDA BI

Only the trade and construction sectors posted modest growth in employment of 19000 and 4000 respectively in the quarter.

Gauteng Employment Scenario

Gauteng: Gauteng has a total of 5.03 million people employed across its regions. In the past quarter, despite being the largest contributor to employment, Gauteng experienced a modest net gain of 17.3k jobs over 360 days but a significant loss of 66k jobs in the last 90 days. This suggests recent economic challenges or sectoral disruptions. Notably, this is the first contraction in Gauteng labour numbers in the last 18 quarters.

Corridor Breakdown

Between April and September 2024, the number of "not economically active" population in Gauteng increased by 154.6k from 3,416.7k to 3,571.3k, reflecting a larger portion of the population is existing the labor force. This increase was primarily driven by metro areas, with Ekurhuleni showing the largest rise of 78.6k, followed by Johannesburg with 69.4k, and Tshwane with a modest increase of 9.7k. Conversely, the non-metro areas saw a slight decline of 3.1k, indicating stability or increased economic engagement in these regions.

In the same period, unemployment in Gauteng declined by 198.6k, falling from 2,755.5k to 2,556.9k. Metro areas contributed most to this improvement, with Ekurhuleni experiencing the largest drop of 105.8k, followed by Johannesburg, which saw a decrease of 86.6k, and Tshwane, which improved by 20.6k. However, non-metro areas showed a contrasting trend, with unemployment increasing slightly by 14.5k, signaling localized economic challenges.

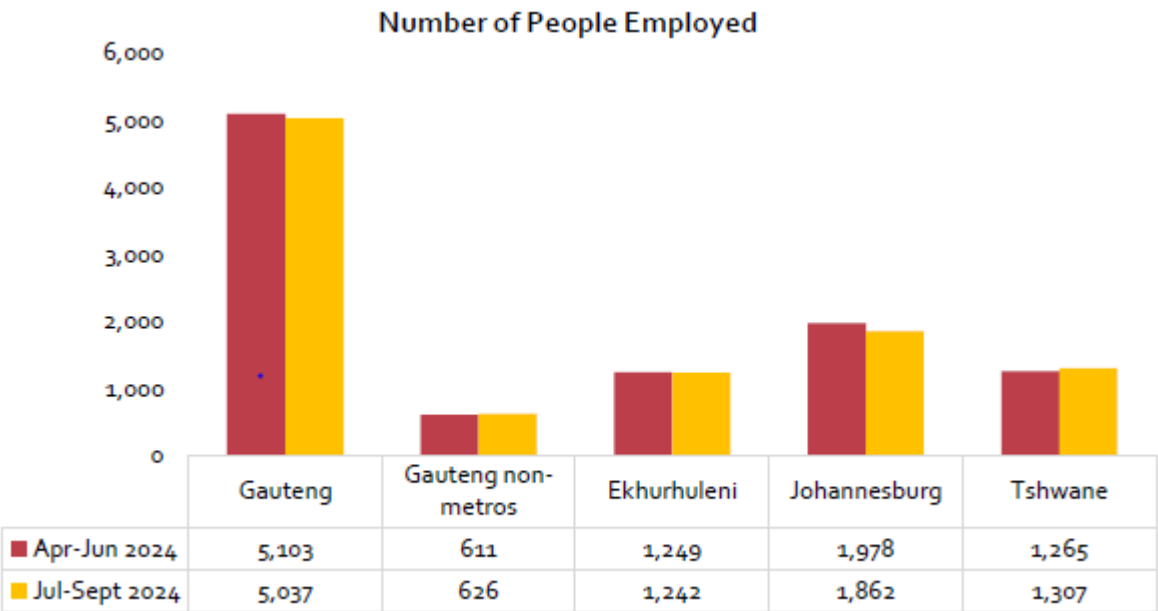
Employed: Employment in Gauteng experienced a modest decline, decreasing by 65.9k from 5,102.6k to 5,036.7k. The largest drop occurred in Johannesburg, where employment decreased sharply by 115.9k, while Ekurhuleni also saw a small reduction of 6.8k. In contrast, Tshwane showed growth, with employment increasing by 41.5k, and non-metro areas added 15.2k jobs, demonstrating resilience in certain areas outside the metros.

Unemployment Rate: The unemployment rate in Gauteng declined overall, falling from 35.1% to 33.7%. Metro areas, particularly Ekurhuleni, showed significant improvement, with its rate dropping from 33.4% to 29.5%. Johannesburg also improved modestly, declining from 34.3% to 32.6%, while Tshwane saw a slight decrease from 35.3% to 34.9%. However, non-metro areas faced increased challenges, with the unemployment rate rising slightly from 40.1% to 42.1%, reflecting growing disparities between metro and non-metro regions.

Regional Breakdown

Gauteng Non-Metros: Non-metropolitan areas of Gauteng have the highest unemployment rates in the province, reaching 40.1% in April-June 2024. These areas, which are likely more rural or peri-urban, often struggle with lower levels of economic activity, fewer job opportunities, and less access to major industries compared to the metros. The increase highlights the need for targeted interventions to stimulate job creation and economic growth in these regions.

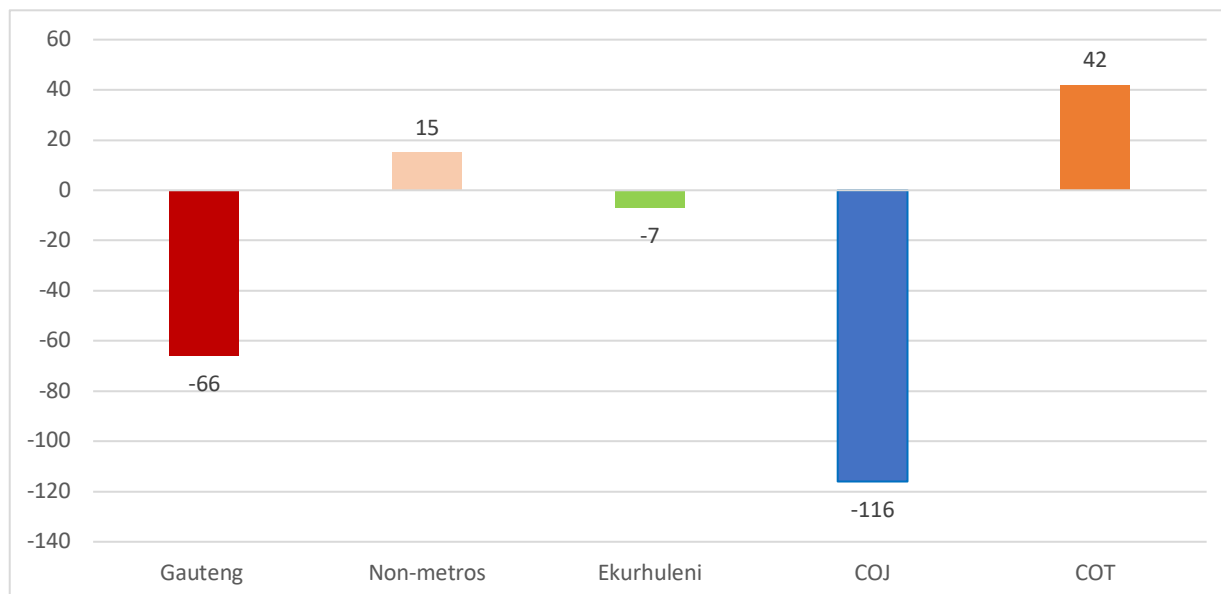
Figure 9: Number of people employed in Gauteng administrative districts (2024Q3)



StatsSA (2024)

Ekurhuleni: Ekurhuleni’s unemployment rate rose from 32.8% to 33.4%. As a major industrial and logistics hub, the increase is concerning as it suggests that despite the area's economic importance, it is not immune to the broader challenges facing the South African labour market.

Figure 10: Employment changes by Gauteng metros in the last 90 days



StatsSA (2025); GGDA BI

Persistent Challenges in Non-Metro Areas: The non-metropolitan areas of Gauteng continue to experience the highest unemployment rates, with over 40% of the labour force unemployed. This reflects the regional economic disparities within Gauteng, where non-metro areas face higher joblessness compared to metro areas with more diversified economies.

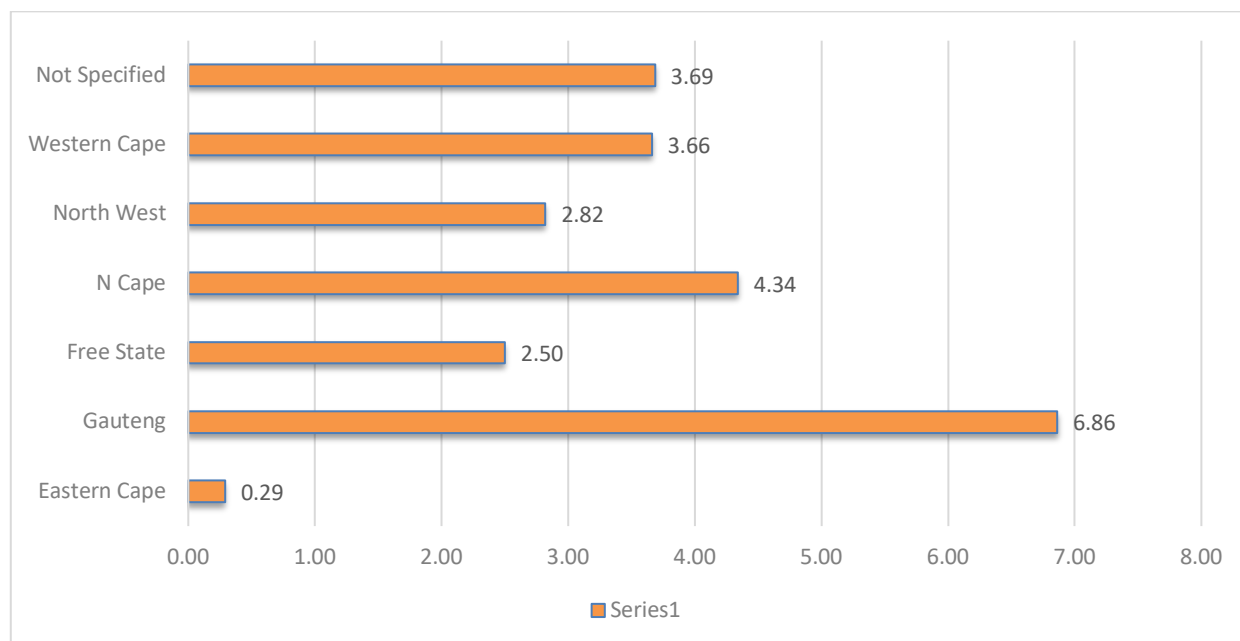
Gauteng's weak labour performance, despite largest and fastest contributor to GDP, since the pandemic is concerning and indicates potential areas for economic strengthening and job creation initiatives. Since 2008, the Gauteng labour market has produced jobs at a slower pace than the rest of the country whilst unemployment growth in Gauteng has outpaced unemployment growth in the country. In the COVID-19 recovery period unemployment growth has performed better than the rest of the country however employment growth still lags behind the rest of the country.

Foreign Direct Investment 2024Q3

South Africa Foreign Direct inflows

In the second quarter of 2024, South Africa received R24.44 billion of FDI, which was significantly higher than that received in Q2, 2024 when the country only received R6.17 billion. The Gauteng city region accounted for 28% of FDI inflows (R6.86 billion) which was the highest. Northern Cape also received significant capital inflows worth R4.3 billion. Other significant recipients were Western Cape (R3.7 billion), North-West with R2.8 billion and Free State which received R2.6 billion in the period under review.

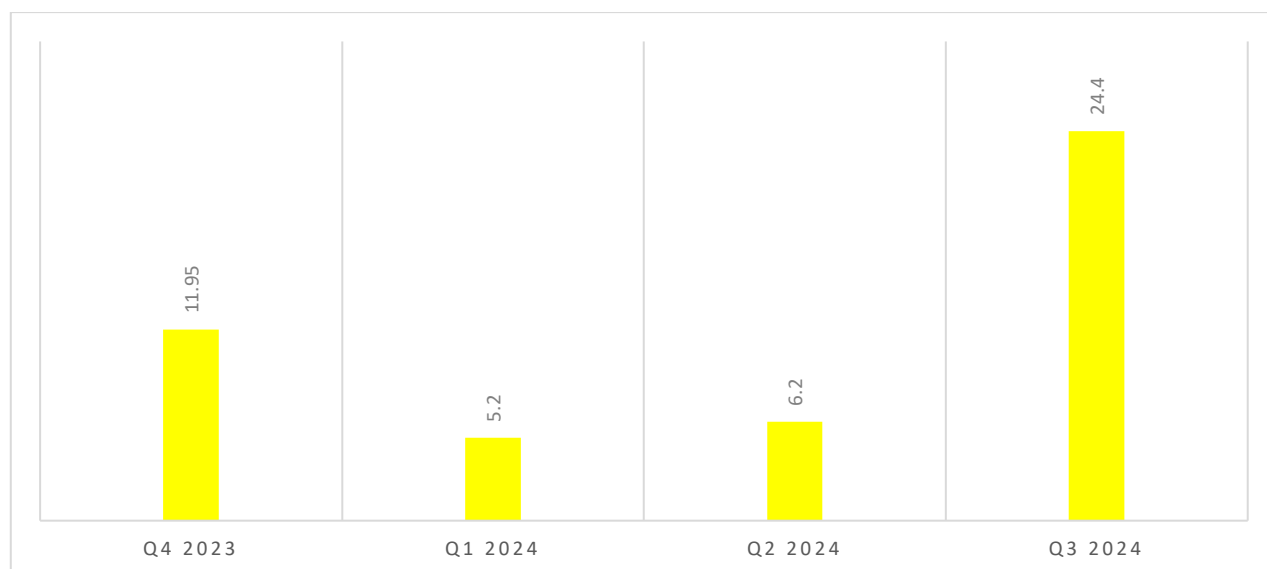
Figure 12: FDI by Destination Province (2024Q3)



Source: FDI Markets GGDA BI

Cumulatively South Africa has received R47.75 billion since the beginning of the fiscal year. Notably, FDI received to date is significantly higher than that received over the same period in 2023, and higher than that received in the other two quarters of 2024.

Figure 13: National FDI 2023Q3 to 2024Q3 (R billion)



Source: FDI Markets GGDA BI

However, readers must note that this figure will change once we have full data for 2024 Q3.

Notable Companies Investing in South Africa in 2024 Q3

A total of 47 companies announced investments worth R24.44 billion in South Africa during the 3rd quarter of 2024. Notably, Teraco Data Environments from the USA invested in the renewable energy sector in Gauteng in a project worth R2.582 billion that created 21 direct jobs. Other, notable investors included Mainstream Renewable Power and Scatec AS, both from Norway, which invested R2.582 billion in both the Free State and North-west respectively, in the renewable energy sector. During the same period, Scania from Germany was also a significant investor in the auto sector where it invested R1.922 billion in Gauteng. Electricite de France (EDF) also invested in the renewable energy in both Northern Cape and North-West where it invested R1.784 billion in the renewable sector. The latter resulted in the creation of 60 jobs in each of the two provinces.

Eastern Platinum (Eastplats) from Canada invested in the metals sector in North-West where the company spent R1.04 billion that created 196 jobs. At this point it can be noted that FDI targeting the renewable energy sector is not labour intensive while those that target auto and the mining sectors are labour intensive. The table below illustrates some of the top investors in the country in period under consideration.

Table 1: Notable Investing Companies In South Africa 2024Q3

Company	Source	Province	Sector	Capex
Teraco	USA	N-Specified	Renewable energy	2581,7
Mainstream Renewable Power	Norway	FS	Re- energy	2581,7
Scatec AS	Norway	NC	Re-energy	2560,2
Scania	Germany	Gauteng	Auto	1922,1
EDF	France	NC	Re-energy	1784,0
EDF	France	NW	Re-energy	1784,0
Eastplats	Canada	NW	Metals	1037,0
Nissan	Japan	Gauteng	Auto	921,9
PepsiCo	USA	Gauteng	Food & Beverages	632,2
Hisense	China	WC	Leisure	467,9

Source: FDI Markets GGDA BI

Most FDI inflows came from Norway and the USA where investments worth 5.56 billion and R3.8 billion respectively originated. Other notable source countries were France and Germany which sent R3.7 billion and R3.2 billion respectively. Other notable source countries were France, Germany and Mauritius where investments worth R3.7 billion, 3.2 billion and 1.01 billion originated from in the period under review. However, according to employment created, FDI from Germany were by far the most capital intensive creating a total of 945 direct jobs in the period under review.

Table 2: FDI sources in Q3-2024 (South Africa

Country	Jobs	Capex (Rm)
Norway	37	5568,42
USA	154	3763,06
France	189	3700,01
Germany	945	3188,88
Mauritius	100	1013,97
Switzerland	231	710,24
UK	439	567,58
Netherlands	45	547,64

Source: FDI Markets GGDA BI

FDI from the UK were also employment intensive as the two projects that were worth R 467 million created 439 direct jobs. This is because FDI from Germany targeted auto, business services, industrial equipment and transport. On the other hand, FDI from the UK targeted business services.

Gauteng FDI inflows in Q2 of 2024

16 Companies announced investments in Gauteng that totaled 6.86 billion in capex and created 1519 jobs in Q3, 2024. This was significantly higher than what the province received in Q2, 2024 in terms of both capex and jobs created. During the quarter, Germany sent 5 projects that invested R3.15 billion and created 933 jobs. Other notable investments came from the USA, Switzerland, UK and Mauritius.

Table 3: Companies investing in Gauteng in Q2 2023

Company	Source	Jobs	Capex (Rm)
Scania	Germany	630	1922,10
Nissan	Japan	169	921,93
Rhenus Logistics	Germany	104	370,92
SMSA	Saudi Arabia	104	314,47
PepsiCo	USA	100	632,16
BMW	Germany	95	354,35
Africa Deployments	Mauritius	76	161,07
Innomotics	Germany	67	326,74
New Concept Mining	Sweden	67	326,74
Hemmersbach	Germany	37	171,81

Source: FDI Markets GGDA BI

In Quarter 3 of 2024, the automotive & OEM sector received the bulk of FDI in Gauteng in the quarter under review. Investment in this sector was worth R2.844 billion and created 799 jobs. Transportation attracted R681 million worth of FDI but created sizeable employment of 208 jobs. The business services sector received FDI that totaled R1.3 billion but only created 36 jobs during the quarter.

Domestic direct Investment (DDI) in Q3 2024

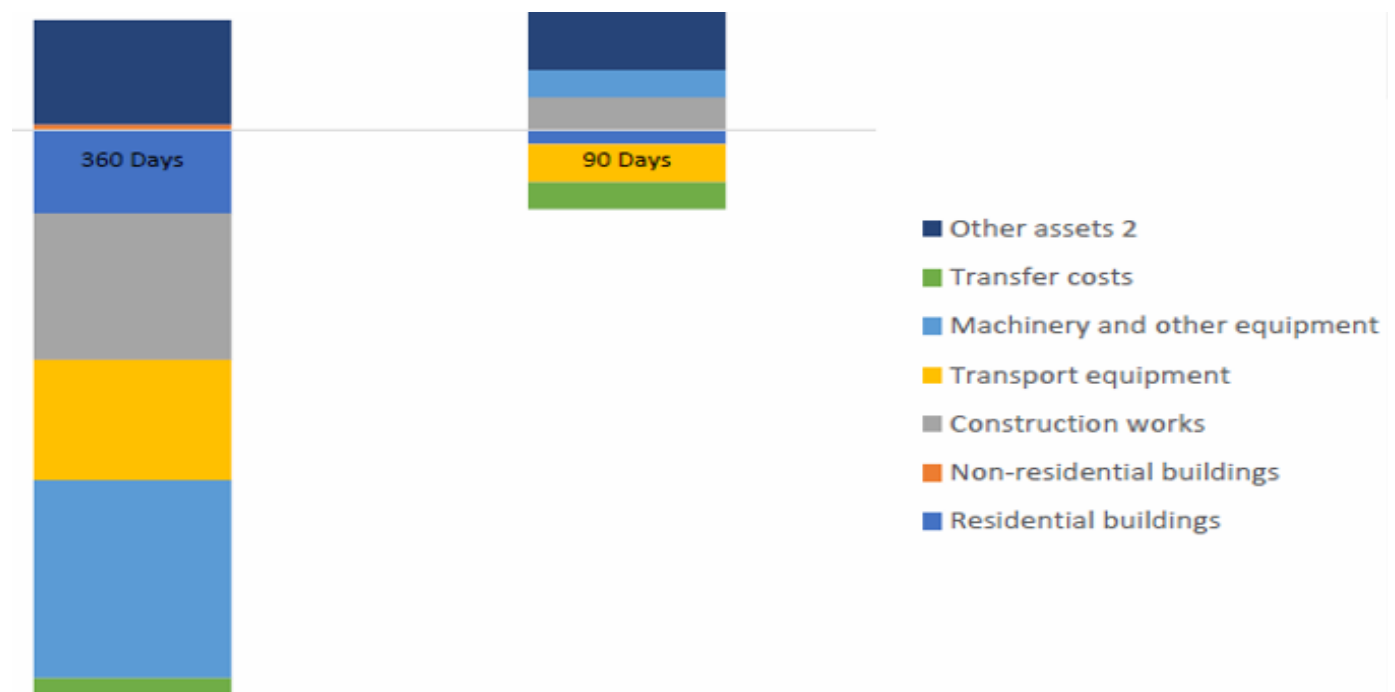
Categories with Positive Growth: Other Assets: Exceptional growth of 32.0% post-COVID, contributing 7.0% to total investment. Sustained growth is observed over 360 days (5.7%) and 90 days (4.4%). Machinery and Other Equipment: Grew by 3.8% post-COVID, contributing 3.3%, although it faced a decline over 360 days (-2.7%). Construction Works (90 Days): Showed recovery with 1.4% growth, contributing 0.2%.

Categories with Declines: Non-Residential Buildings: The steepest decline, with -42.3% post-COVID, contributing -4.9%, and minimal recovery in subsequent periods. Residential Buildings: Contracted by -18.6% post-COVID, contributing -4.5%, with continued declines over 360 days (-4.1%) and 90 days (-0.8%). Construction Works: Fell by -17.8% post-COVID, contributing -6.0%, though showing improvement in the last 90 days.

Transport Equipment: Declined by -6.1% post-COVID and -6.9% over 360 days, with further contraction in 90 days (-2.7%). Transfer Costs: Consistently negative performance, with -11.6% post-COVID and further DECLINES OVER ALL PERIODS. General Government: Strong growth post-COVID at 8.2%, contributing positively (1.4%)., Although slightly negative over 360 days (-0.1%), it rebounded significantly in the last 90 days (6.4% growth), contributing 1.1%.

Public Corporations: Marginal decline post-COVID (-1.9%), contributing -0.2%. Substantial recovery over 360 days (8.0% growth) and the last 90 days (3.1% growth), contributing 0.9% and 0.4%, respectively. Private Business Enterprises: Significant decline post-COVID (-10.8%), contributing -8.0% to total investment contraction. Continued decline over 360 days (-5.1%) and in the last 90 days (-1.7%), contributing -3.7% and -1.2%, respectively.

Figure 13: South African DDI Scenario in Q3 2024



Quantec (2024); GGDA BI

Conclusion and Way Forward

The remarkable recovery in electricity production and supply is a positive contribution to the modest the economy recorded in the 2nd quarter of 2024. However, the increasing electricity tariffs and surcharges being levied by some municipalities will moderate this positive development. The increased tariffs are effectively increasing cost of doing business and making the country unattractive for investment.

Consumer confidence is rising

On the back of a sustained period of no-loadshedding, the economy saw recovery in some of the most important sectors such as manufacturing and retail. Consumers are now spending more on durable (cars, housing), semi-durable (clothing, furniture) and services (recreation, restaurants and personal services) than before indicating an increase in disposable income and consumer optimism.

Manufacturing sector is one of the most important one for the province and the country as it is not only big in size but also employment intensive. The sector has been on the decline for many years, and it is important to see that it is beginning to rebound. A positive consumer confidence will support the growth of the sector and that of trade as well as finance. In the smaller sectors that are employment intensive such as agriculture and mining, growth in agriculture is seasonal while mining is increasingly becoming capitalised.

Recommendations

Boost Private Sector Investment:

There is no choice but the economy, at all levels; local, provincial and national, must increase investments in infrastructure to create a conducive environment for business. The recently announced financial constraints by the national treasury should not result in the curtailment of infrastructure spending. A spending prioritisation between social and capital should be implemented to give preference to capital investment rather than expanding social grants. However, that is unlikely to happen in the electioneering period when the government and opposition parties are bound to up their rhetoric.

Private Business Enterprises saw the steepest decline in investment growth (-8.4% over 360 days). Gauteng should implement policies to restore business confidence and incentivize capital investment in key sectors like finance, manufacturing, and technology. We should offer targeted Gauteng-specific incentives or subsidies for private enterprises, especially in sectors showing potential recovery like residential and non-residential buildings.

Increase Infrastructure Spending

Construction work continues to decline (-1.7% over 360 days). Address the bottlenecks in public infrastructure projects by accelerating government infrastructure initiatives. We should fast-track public infrastructure projects and ensure efficient allocation of resources to transport, energy, and housing sectors to stimulate growth and employment. We should also explore the feasibility of Gauteng Provincial Government in Issuing Green and Infrastructure Bonds.

Expand Public-Private Partnerships (PPPs)

Both the public and private sectors have faced sharp investment declines, with government investment shrinking (-8.1%). This calls for stronger public-private partnerships (PPPs) for large-scale infrastructure and service projects. This can help alleviate budget constraints while tapping into private sector efficiency.

Sector-Specific Growth Support

Finance remains the dominant sector, contributing 98.7% growth in the last year. However, other sectors like manufacturing and wholesale have recently shown signs of recovery.

Recommendation: Provide sector-specific growth plans to diversify the economy. Focus on strengthening manufacturing, wholesale, and community services to reduce over-reliance on finance.

Tackle Energy Supply Issues

Although electricity grew marginally, power shortages remain a key issue, impacting multiple sectors like mining and manufacturing. We should accelerate investment in renewable energy projects and improve energy infrastructure. Partner with private entities to develop solar and wind energy projects to ensure a reliable energy supply. Encourage Innovation and Digitalization: Create incentives for businesses to adopt new technologies, like AI, IoT, and blockchain, to drive productivity.

Improve Export Competitiveness: Exports contribute 27% to South Africa's GDP, but Gauteng's growth has been limited by infrastructure bottlenecks. We should improve logistics infrastructure (ports, rail, and roads) to support export activities. Partner with the private sector to streamline customs and trade processes to facilitate faster exports.

5.2. PESTEL Factor Analysis

A PESTLE analysis was also compiled to assess the political, economic, social, technology, legal risks that impact on the organisation operating environment. These factors have been considered in formulating the strategic direction of the organisation. The below table summaries these factors, and the following are the observed outcomes:

PESTLE	DEVELOPMENTS	SIGNIFICANCE H / M / L
Political	• Coalition governments • Systemic corruption • Geopolitical risks and regional instability	H
Economic	• Macro and micro-economic instability • Structurally high unemployment • Inadequate, unreliable and inefficient infrastructure (economic and social) • Lack of industrial dynamism, high levels of market concentration, and legacy barriers to market access • Deteriorating economic infrastructure. (rail, roads, energy, water, telecommunication and digital infrastructure. • Economic outlook - unknown long-term impact on the economy and industry because of the recession, pandemic, poverty, and inequality) • High government debt and sovereign credit rating	H
Social	• High structural unemployment (especially amongst the youth ages (15-34) • Growing inequality and increasing poverty levels • Safety and security issues • Insufficient reach and impact of government programmes and public expenditure • A widening trust deficit between government and citizens. • Conflicts • Pandemics	H
Technological	• Inadequate 4IR readiness and cyber attacks • High price of Internet access	L
Environmental	• climate and environmental degradation • Just energy transition • Water supply challenges	
Legal	• Policy uncertainty and regulatory impediments • Poor integrated planning and implementation	M

5.3. Internal Environment Analysis

5.3.1. Organisational Capacity

The Human Resource (HR) function plays a pivotal role in enabling the GGDA Group to deliver on its strategic mandate. At the strategic level, HR partners with business units to co-create and align organisational strategy with people-centric initiatives. This ensures that human resource interventions are not only responsive but also value-adding, directly contributing to the achievement of organisational objectives.

At the tactical level, HR translates strategic plans into actionable deliverables. This includes the development and implementation of policies, procedures, and programmes that support operational efficiency, compliance, and consistency. Key focus areas include enhancing communication channels, streamlining recruitment processes, and implementing robust retention strategies.

The retention strategy is designed to secure and develop top talent through effective workforce planning, employee engagement, continuous learning, and performance-based reward systems. GGDA fosters a transformative work environment that empowers employees to thrive and realise their full potential. As a strategic enabler, HR ensures the organisation is adequately resourced and that talent is effectively managed and nurtured.

Performance management systems are continuously refined to support a high-performance culture. Additionally, employee wellness programmes are integrated to promote a healthy and productive workforce, strengthening the employer-employee relationship.

Despite efforts to build capacity, the Group reported a 20% vacancy rate at the end of the financial year. However, several key positions were successfully filled, reflecting progress in addressing critical resourcing needs.

Performance Management

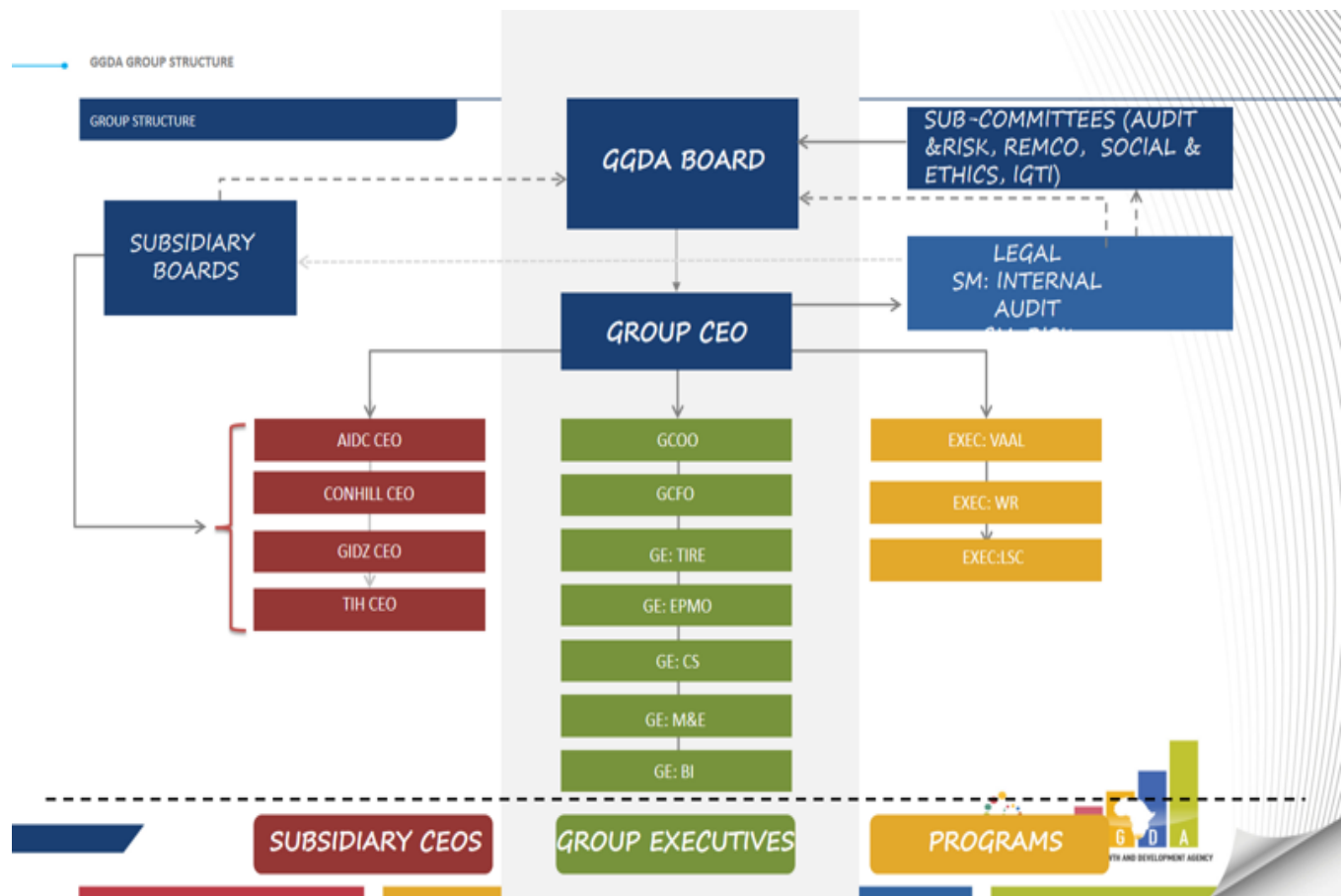
GGDA is committed to being a performance-driven organisation. Annual performance targets are derived from the Group's Strategic Plan, Annual Performance Plan (APP), and Operational Plans. Each employee is required to sign a performance contract that includes SMART (Specific, Measurable, Attainable, Relevant, Time-bound) Key Performance Indicators (KPIs).

This structured approach enables the organisation to monitor individual and team performance, ensuring alignment with strategic goals. Mid-year performance reviews and final assessments are conducted in line with established guidelines. Employees are encouraged to participate in performance management workshops, which reinforce the

importance of performance alignment, policy enhancements, and the cascading of performance expectations across all levels of the organisation.

Organisational Structure

GGDA's organisational structure is designed to support strategic execution and operational efficiency. It enables clear lines of accountability, facilitates cross-functional collaboration, and ensures that resources are optimally deployed. The structure is periodically reviewed to ensure it remains fit-for-purpose and responsive to the evolving needs of the organisation.



5.3.2. Strengths, Weaknesses, Threats & Opportunities Facing GGDA

To develop the organizational priorities for the five-year period from 2025 to 2030, an analysis of the internal environment was done through utilizing the SWOT technique, which looks at the internal strengths and weaknesses as well as the external factors (opportunities and threats) that must be leveraged and/or mitigated.

Internal Factors

Strengths	Weaknesses
Proven investment facilitation capacity — R117 billion facilitated in the previous term, showing strong investor confidence.	Limited collaboration between subsidiaries and external partners, leading to fragmented execution.
Sectoral expertise in automotive, innovation, SEZs, and township economies — aligned with GGT2030 priorities.	Lack of advanced economic modelling tools and impact tracking mechanisms.
Strong partnerships with government, DFIs, and private sector — enabling multi-stakeholder project delivery.	Broad mandate with constrained financial resources, limiting optimal delivery.
Experience in managing large-scale infrastructure projects (e.g., SEZs, industrial parks).	Low brand visibility among international investors and limited global marketing reach.

External Factors

Opportunities	Threats
Position Gauteng as Africa's top investment destination — leverage AfCFTA, SEZs, and GGT2030.	Regulatory uncertainty and slow approvals — deterring investor confidence.
Tap into global green economy trends — renewable energy, water, and waste management sectors.	Political volatility and economic instability — risk to long-term planning and investment.
Strengthen collaboration with academia — access to talent, research, and innovation.	Deteriorating infrastructure (energy, transport, digital) increasing cost of doing business.
Expand digital and data-driven services — improve BI, CRM, and investor support platforms.	High youth unemployment and skills mismatch — undermining inclusive growth.
Develop township-based industrial parks — unlock local economic potential and job creation.	Competition from other African hubs (Mauritius, Egypt, Morocco) for FDI.
Improve export competitiveness — logistics upgrades and trade facilitation.	⚠️ Safety and security concerns — real and perceived risks affecting tourism and investment.

PART C: MEASURING OUR PERFORMANCE

6. Institutional Programme Performance Information Programme

GGDA Performance Programme Summary (2025–2026)

The Gauteng Growth and Development Agency (GGDA) has outlined a bold and integrated performance programme for the 2025–2026 financial year, aligned with the **Growing Gauteng Together 2030 (GGT2030)** strategy and the **Gauteng Provincial Medium-Term Development Plan (MTDP)**. The plan is designed to catalyse economic transformation, attract investment, support township economies, and foster innovation.

Strategic Alignment with Provincial Priorities

GGDA's programmes are directly aligned with provincial goals to:

- Double the provincial GDP by 2030
- Reduce unemployment
- Reduce inequality
- Promote township and rural economic inclusion
- Drive re-industrialisation and innovation

The agency's work supports the implementation of the **Township Economic Development Act (TEDA)**, **AfCFTA roadmap**, and **SEZ Act**, ensuring that its interventions are policy-driven and impact-oriented.

Programme Delivery Through Indicators and Targets

GGDA's performance is structured around five core programmes, each with measurable output indicators and annual targets:

1. Trade, Investment and Regulatory Enablement (TIRE)

- **Target:** R28 billion in investments and R5.3 billion in trade deals.
- **Success Story:** The inaugural *Gauteng Investment Conference* in 2025 secured R312.5 billion in pledges across 60 projects, surpassing its R300 billion target. This includes R80.7 billion in ICT and R123.7 billion in property development.
- **Impact:** Over 114,000 jobs expected from these investments.

2. Enterprise Project Management Office (EPMO)

- **Target:** Complete 40% of the Constitution Hill Visitor Centre and 100% of We the People's Park.
- **Case Study:** The *We the People's Park* project is a flagship urban regeneration initiative that will serve as a cultural and tourism anchor in Johannesburg's inner city, supporting MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism.

3. Special Economic Zones (SEZs)

- **Target:** Secure R2 billion in investment for the Vaal SEZ.
- **Success Story:** The *OR Tambo SEZ* Precinct 1 achieved a 90% occupancy rate, with tenants in high-value sectors like platinum group metals (PGMs) and advanced manufacturing.
- **Planned Impact:** The *Lanseria Hi-Tech SEZ* will position Gauteng as a hub for AI, robotics, and clean tech.

4. Automotive Industry Development Centre (AIDC)

- **Target:** Upskill 60 township-based MSMEs and generate R45 million in incubation revenue.
- **Case Study:** The *Township Automotive Hubs* in Winterveldt and Chamdor have enabled MSMEs to operate in RMI-accredited facilities, improving service quality and linking them to OEM supply chains.
- **Impact:** In 2024, MSMEs in these hubs generated over R2.2 million in revenue, with 60 MSMEs targeted for upskilling in 2025–26.

5. The Innovation Hub (TIH)

- **Target:** Facilitate 15 innovation pilots and train 1,000 youth in digital and green economy skills.
- **Success Story:** The *Climate Innovation Centre* and *BioPark* have supported startups in renewable energy and circular economy, with TIHMC companies generating R40 million in revenue.
- **Impact:** TIH's open innovation pilots are solving real-world challenges in energy, water, and waste management.

6. Constitution Hill Human Rights Precinct

- **Target:** Attract 91,000 ticketed visitors and support 1,200 creatives.
 - **Case Study:** The *Creative Uprising Programme* has empowered local artists through exhibitions, training, and market access, while the *World Heritage Site* designation has elevated ConHill's global profile.
 - **Impact:** R16.5 million in own revenue projected for 2025–26.
-

Conclusion: A Performance-Driven, Impact-Oriented Approach

GGDA's performance programme is not only aligned with provincial and national development goals but is also backed by a strong monitoring and evaluation framework. Through its **output indicators**, **quarterly targets**, and **evidence-based reporting**, the agency ensures transparency, accountability, and measurable impact.

The inclusion of **success stories** and **case studies** demonstrates that GGDA is not just planning for growth—it is actively delivering it, with tangible results in investment attraction, infrastructure development, MSME support, and innovation.

6.1 PROGRAMME 1: GGDA HOLDINGS

Purpose: **Provide** strategic and operational leadership, support, and transversal business solutions.

Sub-Programme 1.1: Trade, Investment and Regulatory Enablement (TIRE)

Purpose:

- Identify and promote investment opportunities in the Gauteng City Region and subsidiaries.
- Offer value added facilitation services to investors to ease the cost of doing business in Gauteng.
- Advocate for investor-friendly regulatory environment.
- Provide and support Gauteng enterprises with market access and expansion opportunities.
- Increase intra-Africa trade.
- Retention of companies invested in Gauteng and support expansion efforts.

Outcomes, Outputs, Performance Indicators and Targets

MTDP Intervention	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Strengthen destination and investment marketing and facilitation	Attractiveness of Gauteng as a preferred investment destination economy	New and existing investment into Gauteng Facilitated	Rand Value of Investments facilitated	R20.1 billion	R35.4 billion	R52.3billion	R59.2 billion	R28 billion	R30.8 billion	R33.88 billion
			Percentage of GIC pledges converted into investment projects	-	-	-	20%	30%	40%	40%
Increase exports to the continent and to targeted countries, and support Gauteng-based firms to invest in other countries within the region	Exports from Gauteng driven into new strategic markets and expansion of exports in existing markets	Gauteng based firms expand operations into new and existing markets within the Continent and targeted countries.	Rand Value of trade deals facilitated	R4.54 billion	R6.4 billion	R11.2 billion	8.6 billion	R5.3 billion	R5.9 billion	R6.3 billion
			Number of expansion opportunities matched with GCR companies	-	56	57	68	35	40	45

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Rand Value of investments facilitated	R28 billion	R4 billion	R10 billion	R15 billion	R28 billion
Percentage of GIC Pledges converted into investment projects	30%	-	-	-	30%
Rand Value of trade deals facilitated	R5.3 billion	-	-	-	R5.3 billion
Number of expansion opportunities matched with GCR companies	35	5	20	25	35

Explanation of planned TIRE Performance for 2025-26 FY

TIRE's planned performance is informed by the GGT2030 plan focusing on the high growth sectors. The attraction, facilitation, and retention of investments in these sectors will contribute towards growing the economy, creating jobs, and developing infrastructure for the Gauteng City Region. Regional and corridor-based business retention, expansion, and aftercare programmes such as roundtable discussions and establishment of corridor specific forums/clusters/committees in collaboration with industry associations, business chambers, local government, industrial parks and SEZ will be coordinated. The objective of these interventions would be to identify possible bottlenecks and/or threats within the Gauteng City Region's investment value-chain and ensure that such bottlenecks/threats are addressed and thus, decreasing the risk of investing in the region and making the region more attractive to investors and competition. TIRE would continue to support, facilitate, and expedite investor municipal applications such as land applications, rezoning, SDPs, building plans etc.

Intra-Africa trade will be prioritized by implementing the African Continental Free Trade Area (AFCFTA) roadmap through a regional approach – Gauteng companies will be assisted to enter new markets with the support of strategic partners. The AFCFTA roadmap outlines the following key markets Ghana, Kenya, Rwanda, Tanzania, Ghana, Botswana, and Namibia. The roadmap will be expanded to include North and East Africa. Agro-processing, Automotive, Cosmetics, Tourism, Creatives, Clothing and Textiles, Beverages, Manufacturing and Energy will be the focus areas. Beyond products, exporting services in the built environment, Petroleum and related products, oil and gas, rail and capital equipment is of key importance as Gauteng houses several companies that specialize in these much-needed services.

GGDA has partnered with several institutions to support Gauteng companies to trade under the AFCFTA through export and trade development programmes, which include training existing emerging and medium-sized export ready companies to be competitive globally. Companies will be supported to access trade finance through existing partnerships with DFIs and commercial banks. The focus on Sub-Saharan Africa does not leave out market opportunities in the rest of the world. The trade teams will work with counterparts in the government and private sector to identify export opportunities in the Americas, Europe, and Asia. International and National pavilion platforms will be utilized to support Gauteng companies to sell their products and services. Inward and Outward-Selling missions will be undertaken to provide extensive support for Gauteng companies who are ready to expand and find new markets.

Sub-Programme 1.2: ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO)

Purpose:

- To accelerate delivery of key Economic Infrastructure Projects through project development and partnerships in support of the GPG Ten Pillar Programme (aimed to achieve the strategic goals of TMR) and GGT2030.
- Provision of Project Management Technical Support for Economic Infrastructure Projects implementation.
- Support the Implementation of Catalytic Economic Infrastructure Projects for the SEZ and Industrial Parks Programmes.
- Facilitate Job Creation through implementation of Catalytic Economic Infrastructure Projects (unskilled and semi-skilled).
- The Custodian and Authority for Building Standards and Regulations within the Group.

Outcomes, Outputs, Performance Indicators and Targets

MTDP Intervention	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2024/25	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Strengthening industrial and economic hubs, and priorities the economic development of townships, deteriorating areas, and peri-urban	Levels of economic activities in localities in which economic infrastructure was delivered	Infrastructure construction completed	% of Conhill Visitor Centre infrastructure construction completed	-	-	-	0%	40%	100%	-
			% of We the People's Park infrastructure construction completed	-	-	-	38.2%	100%	-	-

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
% of Visitor Centre infrastructure construction completed	40%	-			40%
% of We the People's Park infrastructure construction completed	100%	-	-	-	100%

Explanation of Planned 2025-26 Performance for Delivering Economic Infrastructure Projects.

Economic Infrastructure is synonymous with development and the lack of infrastructure services signals barriers to growth and overall development. Infrastructure plays a crucial role in society and economy by providing services to households and industry. Economic Infrastructure services facilitate production, transport, and trade that all spur economic growth, which in turn helps in reducing poverty.

The Growing Gauteng Together 2030 (GGT) under the priority area of "Economy, jobs and infrastructure", discusses the notion of creating an efficient, competitive, and responsive economic infrastructure network. Some of the interventions suggested to reach this objective include investing in Special Economic Zones (SEZs), Revitalization of Industrial Hubs to grow an inclusive economy, supportive of high growth sectors, expanding economic infrastructure development in support of the Gauteng as Gateway to Africa as a critical enabler of jobs. Within this context, the province has prioritised infrastructure delivery over the 2025/26 – 2027/28 Medium-Term Expenditure Framework (MTEF) period.

The Township Enterprise Programme is a pivotal initiative under the Township Economies Revitalisation Strategy, aimed at increasing the participation of marginalised township regions within the GCR. The Industrial Park Revitalisation Programme seeks to rejuvenate existing industrial parks, transforming them into drivers of economic and industrial growth within their respective regions.

Upgrading industrial park infrastructure in key economic corridors can have a transformative impact on regional and national economies. Improved industrial park infrastructure will lower logistics costs and boost trade. Additionally, manufacturing capacity will improve from upgraded economic infrastructure making SMEs and industries operating in the parks more competitive.

Since the inception of the revitalization of the industrial parks programme, the GGDA has undertaken renovations and refurbishments in several state-owned industrial parks in the GCR, with 2 more to be implemented in the financial years, Mqhansa and Atteridgeville 1, the primary objective is to ensure the facilities achieve full infrastructure compliance and address infrastructure issues.

Sub-Programme 1.3. Special Economic Zones Programmes (SEZ)

Purpose:

- Special Economic Zones, as established and governed by the SEZ Act No. 16 of 2014, are designated areas within South Africa established to promote targeted economic activities. These zones are designed to encourage economic growth, foster job creation, attract foreign investment, enabling the establishment of growth poles, promoting wider private sector participation and development and promoting exports.
- It is envisioned that SEZs must help to promote industrial agglomeration, build the required industrial infrastructure, promote coordinated planning among key government agencies and the private sector, and guide the deployment of other necessary development tools in the region.
- Against this background, the SEZ Act No. 16 of 2014 provides a framework for the designation, promotion, development, operation and management of Special Economic Zones. The proposed SEZ's are at various stages of the pre-designation planning process and will be taking several important steps to get to the operational phase.
- The SEZ's will be developed in line with the new integrated district-based approach which seeks to secure maximum coordination and cooperation among the national, provincial and local spheres of government.

Outcomes, Outputs, Performance Indicators and Targets

MTDP Intervention	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Developing Special Economic Zones and Key Regions	levels of economic activities in localities in which economic infrastructure was delivered	Investment commitments secured towards the Vaal SEZ	Rand value of investment committed to the Vaal SEZ	-	R4.8 billion	R2.8 billion	R2.8 billion	R2 billion	R2 billion	R2 billion

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Rand value of investment committed to the Vaal SEZ	R2 billion	-	-	-	R2 billion

1. VAAL SEZ

The mandate of the Vaal SEZ is to develop a multisector, multi-site, Special Economic Zone throughout the Southern Corridor of the Gauteng Province (Sedibeng District). The objective of the SEZ is to create a seamless, integrated, and socially cohesive society with sustained economic growth that will result in the creation of quality jobs.

To achieve long-term sustainability, the SEZ will be dependent on investments in the form of projects that can be located within the multiple sites of the SEZ. Rent from these investor projects will fund the operations of the SEZ Programme Management Unit (PMU) as well as site-specific infrastructure, facilities, and shared services within the multiple sites of the SEZ.

The SEZ aims to attract, facilitate, and secure both foreign and domestic direct investment worth the Rand value of R2 billion, this achievement of this target will unlock bulk infrastructure, attract the interest of the private sector in the development of the SEZ, and subsequently job creation in the Vaal Region.

The Vaal SEZ secured over 3000 hectares of land from the three local municipalities under the Sedibeng District Municipality, Heidelberg x24 (Lesedi LM) and Reitspruit (Emfuleni LM) land parcels are currently undergoing EIA and township establishment processes which are expected to be concluded by the first quarter of 2025/26 financial year. EIA and township establishment for the remaining land parcel, Langlaagte (Lesedi LM) is targeted for the end of 2025/26 financial years.

2. West-Rand SEZ

The West Rand District is in the western part of Gauteng province. Comprising of three local municipalities (i.e. Merafong City, Mogale City and Rand West), it is envisaged that the West Rand District SEZ will help to create much-needed jobs in the region. In addition, the SEZ will drive the re-industrialisation of the region by facilitating the establishment of clusters potentially in the following industrial sectors:

- Industrial agro-processing: This includes cannabis that is linked to the establishment of new wholesale food market facilities in the West Rand.
- Green energy (mainly green hydrogen): This sector provides the opportunity for the region to be at the centre of this rapidly evolving sector, where large-scale solar farms can be established to generate renewable energy, with the potential of being financed through export offtakes.
- Bus manufacturing: This would be linked to the existing Busmark manufacturing plant investment located in the region.

The planned deliverables for the financial year are as follows:

a) Number of LOIs secured

A Deal Maker whose task is to source anchor investors at the West-Rand SEZ is planned to be procured in 2025-26 instead of 2024-25 as originally planned due to delays in securing Sibanye land. For the 2025-26 period, from the appointment date the Deal Maker will be required to undertake the following deliverables to achieve the minimum target and submit the reports as set below:

- Identify and meet with at least 36 foreign & local investors
- To initiate at least 6 new projects with prospective anchor tenants on the proposed sites they have expressed interest in.
- Secure tenants for the proposed sites they have expressed an interest in.
- Negotiate the terms and conditions of the lease arrangements to be in place between the proposed tenants and the proposed WRSEZ.
- Conclude at least 4 letters of Interest (LOIs), Memorandum of understanding or draft lease agreements.

B. Business Case and feasibility study for priority sites

Following the West Rand SEZ PMU navigating the challenges of concluding the original Masterplan and Business Case without having concluded the pre-requisite arrangements with Sibanye's land, the PMU completed the requisite Business Case work, focusing on the two land parcels obtained from the Rand West and Mogale City Municipalities. This work has since been completed and finalised. Due to the latent development and proposal from Sibanye to finally proceed with the allocation of the two land parcels for the project, which must be noted have solicited more interest from investors, the PMU wishes to develop the second phase(s) of the proposed SEZ on these location(s). As a result, the PMU will appoint a Master planner to complete the additional Business Case & Feasibility studies for the two sites.

C. EIA Record of Decision (RoD)/ Environmental Authorisation

Upon completion of the original Masterplan, it was recommended that further dolomitic investigations be undertaken on the Rand West land parcel because the desktop study indicated traces of dolomite in the land parcel. The first point of departure in the attempt to get the land parcel ready for investors would be to appoint a service provider to conduct an environmental impact assessment which will include a dolomitic investigation, conduct specialist studies (Geotechnical study, civil engineering report, traffic impact assessment, electrical engineering report, stormwater management plan, heritage impact assessment etc.) and ultimately undertake township establishment processes for the proclamation of the township. The estimated timeframes for the completion of all these processes are approximately 18-24 months.

3. Lanseria Hi-Tech SEZ:

The proposed SEZ is strategically located in the northeastern section of the Mogale City Local Municipality (MCLM), in the West Rand District of Gauteng Province. This positioning places the site at the heart of a regional economic corridor, benefiting from its proximity to Gauteng's key urban and economic nodes, including the City of Johannesburg and the City of Tshwane.

Situated along major highways and logistics corridors and next to an international airport, providing the SEZ with excellent connectivity for trade and travel , the SEZ seeks to

position Gauteng as a hub for innovation, advanced manufacturing and sustainable technologies leveraging major transport and logistics network and creating an environment for companies pioneering advancements in areas like AI, robotics, semi-conductors manufacturing, biotech, and renewable energy. The socio-economic outcomes and economic benefits of the proposed Lanseria Hi-Tech SEZ development include direct, indirect and induced jobs opportunities as well as spill-over economic opportunities resultant from the proposed development.

Pre-designation Activities for the Lanseria Hi-Tech SEZ.

The Lanseria Hi-Tech SEZ project is in the pre-designation phase, running concurrently with the incorporation into the RSDF. The tender for a multidisciplinary team to prepare the necessary documentation for pre-designation activities, including a feasibility study, business case, and master plan for the Lanseria Hi-Tech SEZ, closed on November 1, 2024, and the Inception Meeting was held on the 16th of January 2025, and contracting has commenced. The estimated timeframes for the completion of all these processes are approximately 18-24 months.

Land Availability Consortium Agreement:

The Lanseria Landowners consortium is in place, signed on the 25th of August 2022. As described in the Consortium Development Agreement, the site granted to GGDA is located within Lanseria, covering the designated area and has a total land area of 1 127 HA. The extension addendum was signed and extended signed on the 10th of April 2024 to the 6th of September 2026. The grantee is the sole procurer and funder of the feasibility study and related Transaction Advisory support. Procurement processes are currently underway to appoint a transaction advisor to undertake the feasibility study.

6.2 PROGRAMME 2: AUTOMOTIVE INDUSTRY DEVELOPMENT CENTRE (AIDC)

Purpose: To develop the automotive manufacturing sector to globally competitive standards of excellence.

Outcomes, Outputs, Performance Indicators and Targets

MTDP Priorities	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2024/25	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Cultivate partnerships to support the development and expansion of industries with significant employment potential	Structurally transformed Economy	Companies supported to improve global competitiveness	Number of companies supported with interventions to improve productivity and competitiveness	-	-	-	-	20	25	30
			Average % of Productivity Improvement in Companies Participating in The Efficiency Improvement Programme	42%	46%	46%	40%	40%	42%	44%
		Enterprise Development Interventions Implemented	Revenue Generated by MSMEs Operating within the AIDC Incubation Programmes	-	R60,15 million	R73,3 million	R60 million	R45 million	R47 million	R50 million
			Revenue Generated by MSMEs Operating Within the AIDC Township Automotive Hubs	R81 000	R290 000	R2, 2 million	R2 million	R4 million	R4.5 million	R5 million
Building a skilled and capable workforce to support an inclusive growth path	Enhanced skills development to support inclusive economic growth	skilled workforce that drives innovation and competitiveness	Number of Employed Individuals Upskilled/Reskilled to Improve Industry Innovation and Competitiveness	1189	1926	1704	1300	500	525	550
			Number of Candidate Artisans Declared Competent at the AIDC Trade Test Centre	60	92	225	240	240	250	260
			Number of Township-Based MSMEs Upskilled in the Automotive Sector	-	74	62	60	60	65	70
Revenue enhancement	Revenue enhancement	Alternative revenue streams optimized	Revenue Generated from Projects	-	-	-	-	R32 Million	R26.9 Million	R34 Million
			Revenue Generated from Property Rentals and Service Charges	-	-	-	-	R180 Million	R192 Million	R196 Million

Indicators, Annual and Quarterly Targets for 2025/26

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of companies supported with interventions to improve productivity and competitiveness	20	5	10	15	20
Number of employed individuals upskilled/reskilled to improve industry innovation and competitiveness	500	100	200	300	500
Number of candidate artisans declared competent at the AIDC Trade Test Centre	240	60	120	180	240
Number of township-based MSMEs upskilled in the automotive sector	60	15	30	45	60
Average % of productivity improvement in companies participating in the efficiency improvement programme	40%	-	-	-	40%
Revenue generated by MSMEs operating within the AIDC Incubation Programmes	R45 Million	R10 million	R25 million	R35 million	R45 million
Revenue generated by MSMEs operating within the AIDC Township Automotive Hubs	R4 million	R1 million	R2 million	R3 million	R4 million
Revenue generated from projects	R32 Million	-	-	-	R32 Million
Revenue generated from property rentals and service charges	R180 million	-	-	-	R180 million

Explanation of Planed Performance over the Medium-Term

To achieve the objective of Sector Development and Micro, Small, and Medium Enterprises (MSMEs) support, AIDC will implement a comprehensive support program that includes financial assistance, mentorship, and access to markets. By partnering with financial institutions, the company will provide affordable loans and grants to MSMEs, enabling them to grow and innovate. Additionally, AIDC will establish mentorship networks where experienced industry professionals can guide and support emerging entrepreneurs. To further enhance market access, the company will organize trade fairs, networking events, and digital platforms that connect MSMEs with potential clients and partners.

For revenue enhancement, the company will focus on diversifying its income streams and optimizing operational efficiency. This will involve expanding into new markets and developing innovative products and services that meet the evolving needs of customers. The company will also invest in advanced technologies and data analytics to streamline processes, reduce costs, and improve decision-making. By enhancing customer

experience through personalized services and loyalty programs, the company aims to increase customer retention and attract new clients. Strategic partnerships and collaborations with other businesses will also be pursued to create synergies and unlock new revenue opportunities.

To build a skilled and capable workforce that supports an inclusive growth path, the company will invest in comprehensive training and development programs. These programs will focus on upskilling employees in critical areas such as digital literacy, leadership, and technical expertise. The company will also promote a culture of continuous learning by offering access to online courses, workshops, and certifications. To ensure inclusivity, the company will implement diversity and inclusion initiatives that create a supportive and equitable work environment for all employees. The following core programmes will continue to support transformation efforts within the automotive value chain and its allied sectors such as aerospace, defense and transport logistics:

- **Township Automotive Hubs** to unlock the economic potential of township-based small automotive enterprises through exposure to world-class, RMI-accredited facilities.
- **Business Incubation** to drive radical economic transformation of the auto sector by empowering black-owned enterprises to become tier 3 and tier 2 suppliers to OEMs and in so doing, bringing them to the mainstream economy.
- **Supplier and Enterprise Development** to ensure that locally produced components are of the highest quality standards and can compete with products from elsewhere in the world thereby making them globally competitive. The South African Automotive Masterplan 2035 has set an ambitious target of achieving 60% of local content for the OEMs.
- **Skills Development and Training** programmes designed to empower unemployed young people based in the Townships, Informal Settlements and Hostels with critical skills required in the auto sector by ensuring that we offer world class training programmes using best-in class equipment and simulators at the Gauteng Automotive Learning Centre to alleviate the burden of youth unemployment.

6.3 Programme 3: THE INNOVATION HUB (TIH)

Purpose: To promote economic development and competitiveness of Gauteng through fostering innovation and entrepreneurship.

Outcomes, Outputs, Performance Indicators and Targets

MTDP Intervention	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2024/25	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Cultivate partnerships to support the development and expansion of industries with significant employment potential	Exports from Gauteng driven into new strategic markets and expansion of exports in existing markets	Increase knowledge-based exports	Rand value of exports facilitated	-	-	-	-	R40 mil	R180 mil	R280 mil
	Structurally transformed economy	Innovations piloted	Number of demand-led open innovation projects piloted for government and industry	-	-	-	10	15	36	58
		Clusters implemented	Number of clusters implemented	-	-	-	-	2	-	-
		Improve knowledge-based economy	Number of patents registered	-	-	-	-	2	5	8
		Knowledge-based companies' graduation from incubation	Number of companies graduated from the incubation programmes	16	9	9	20	20	40	65
		Revenue generated by Park tenants and incubates	Revenue generated by TIHMC programmes and ecosystem	-	-	-	-	R40 mil	R100 mil	R200 mil
Build a skilled and capable workforce to support an inclusive growth path	Enhanced skills development to support inclusive economic growth	Youth trained	Number of youths trained in ICT skills	82	-	-	320	1000	2500	3500
Revenue enhancement	Revenue enhancement	Revenue generated	Revenue Generated by TIHMC	-	-	-	-	R17mil	R38 mil	R41 mil

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Rand value of exports facilitated	R40 mil	-	-	-	R40 mil
Number of demand-led open innovation projects piloted for government and industry	15	-	6	12	15
Number of clusters implemented	2	-	-	-	2
Number of patents registered	2	-	-	-	2
Number of companies graduated from the incubation programmes	20	2	6	12	20
Revenue generated by TIHMC programmes and ecosystem	R40 mil	-	-	-	R40 mil
Number of youths trained in ICT skills	1000	100	400	700	1000
Revenue Generated by TIHMC	R17 mil	-	-	-	R17 mil

Explanation of planned performance over the medium -term period

For the 2025/26 Financial Year, TIHMC will strategically position itself along its original founding mandating of operating a STP within the GCR anchored on the concept of Area of innovation (AoI). Its strategic thrust will be layered against the role of a STP as coined by the International Association of Science Parks, of which TIHMC is a member noted below:

- Stimulate and manage the flow of knowledge and technology between universities and companies.
- Facilitate the communication between companies, entrepreneurs, and scientists.
- Provide environments that enhance a culture of innovation, creativity, and quality.
- Focus on companies and research institutions as well as on people: the entrepreneurs and 'knowledge workers'.
- Facilitating the creation of new businesses via incubation and spin-off mechanisms and accelerate the growth of small and medium size companies.
- Working in a global network that gathers many thousands of innovative companies and research institutions throughout the world, facilitating the internationalization of their resident companies.

To realise the above, TIHMC has adopted five (5) Strategic Focus Areas that will underpin assisting its companies and multiple helix partners to achieve the desired levels of global competitiveness. These initiatives respond to the GGT Strategy of the Province addressing the priorities of Economy, Jobs, and Infrastructure. The programmes also show the contribution to some of the 10 targeted economic high growth sectors where interventions are required, and the necessary support given to lead departments accordingly

6.4 Programme 4: Gauteng IDZ Development SOC Limited (GIDZ)

Purpose: To create an enabling platform for manufacturing investment opportunities that support the positioning of OR Tambo International Airport SEZ and the Gauteng City region as globally competitive investment locations.

MTDP Intervention	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2024/25	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Develop Special Economic Zones and Key Regions	Levels of economic activity in localities in which infrastructure was delivered	Infrastructure projects completed	% of OR Tambo SEZ Precinct 2 bulk infrastructure development completed	Infrastructure Development – Bulk Designs not Commenced	Infrastructure Development – Bulk Infrastructure development not initiated	-	50%	50%	95%	100%
Build a skilled and capable workforce to support an inclusive growth path	Enhanced skills development to support inclusive economic growth	Interns mentored in the OR TAMBO SEZ operations and construction mentorship programme	Number of interns participating in the OR Tambo SEZ mentorship programmes	10	26	7	15	10	10	15
Cultivate partnerships to support the development and expansion of industries with significant employment potential	Structurally transformed economy	Economic Opportunities facilitated for MSME	Number of MSMEs who benefitted from the OR Tambo SEZ programmes	27	132	51	55	60	70	80
Strengthen destination and investment marketing and facilitation	Attractiveness of Gauteng as preferred investment destination economy	Value of Domestic and foreign investment committed into the SEZ	Rand value of investment committed to the OR Tambo SEZ	-	R1,27bn	-	-	R2bn	R1bn	R1bn
		Growth of the SEZ investor pipeline	Number of investors secured	-	-	-	-	2	2	2

MTDP Intervention	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2024/25	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
			for Precinct 2							
		OR Tambo SEZ Precinct 1 investment portfolio retained	%Average occupancy rate per annum for Precinct 1	-	-	-	-	90%	90%	90%
Revenue enhancement	Revenue Enhancement	Optimize operational efficiency	% of preventative maintenance implemented	New	New	New	New	80%	80%	80%
		Levels of own revenue generated	Own revenue generated from OR Tambo SEZ properties	New	New	New	New	R72m	R79m	R86m

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
% of OR Tambo SEZ Precinct 2 bulk infrastructure development completed	50%	15%	25%	45%	50%
Number of interns participating in the OR Tambo SEZ mentorship programme	10	-	2	4	10
Number of MSMEs who benefitted from the OR Tambo SEZ programmes	60	15	30	45	60
Rand value of investment committed to the OR Tambo SEZ	R2bn	-	-	-	R2bn
Number of investors secured for Precinct 2	2	-	-	-	2
% Average occupancy rate per annum for Precinct 1	90%	-	-	-	90%
% of preventative maintenance implemented	80%	80%	80%	80%	80%
Own revenue generated from OR Tambo SEZ properties	R72m	R16m	R34m	R53m	R72m

Explanation of planned performance over the MTEF period

In support of the legislated functions as well as areas identified for alignment from the GGT 2030, GIDZ has defined the following key delivery areas for the MTEF:

Strategic Infrastructure

This delivery area, which is aligned to both the NDP 2030 and the GGT2030, aims to contribute to the development of strategic economic infrastructure that will enhance the competitiveness of the Gauteng City Region. The delivery area is also critical for the success of any SEZ. Within the context of the ORTIA SEZ, it is critical that infrastructure development is effectively managed to, in the first instance, ensure that any operational bottlenecks that may be experienced by existing tenants are effectively managed and in the second instance, ensure that the accelerated delivery of ORTIA SEZ Precinct 2 and the Springs Precinct is realised. Specific to the latter, the issue of bulk infrastructure and its timeous readiness has become key to the success of the SEZ programme. As no funding has been confirmed for the Springs Precinct bulk development project yet, GIDZ has strategically decided to relegate the Springs Precinct targets to the Operational Plan level. In addition to the above, the construction mentorship programme will continue to be a key feature towards ensuring skilled youth within the construction industry and therefore contributing to the outcome of skills developed for innovation and entrepreneurship.

Investor Attraction and Job Creation

This delivery area underpins the establishment mandate of any SEZ entity, which must, inter alia, enhance domestic and regional demand as well as increase foreign direct investment and export promotion. In this regard, an SEZ entity such as GIDZ is required to attract, facilitate, and conclude investment understandings with private sector partners that set up manufacturing operations at the SEZ. This area is closely aligned to the delivery of strategic infrastructure, particularly the central element of bulk infrastructure, which is key to unlocking and crowding-in private or third-party interest in the development of the SEZ.

A direct outcome of the investor attraction and strategic infrastructure process, this key delivery area aligns to both the NDP 2030 and GGT2030. In support of this important outcome, GIDZ has defined targets for achievement in its performance. However, the GIDZ recognizes the significant challenges presented by budgetary constraints,

particularly in relation to the infrastructure development projects for Precinct 2 (top structure) and the Springs Precinct. These projects are crucial to achieving investment targets, so the success of investment-related goals will depend on the progress and outcomes of the afore-mentioned projects.

Enterprise Development

Beyond job creation is the critical element of enterprise development. Also aligned to NDP 2030 as well as the GGT2030's "Economy, Jobs and Infrastructure" priority area, this area has been defined in this APP and performance targets to ensure that the development and empowerment of MSME's is realised as part of the SEZ's development.

Operations – Assets and Facilities Management

With the OR Tambo SEZ Precinct 1 now fully operational as of the fourth quarter of the 2024/25 financial year, following the completion of PGM cluster tenant fit outs, the focus has shifted from construction deliverables to driving operational success. At this stage, achieving financial sustainability is paramount. The strategy revolves around diversifying revenue streams, optimizing costs, and ensuring operational efficiency. The Operations, Investor Attraction, and Finance programmes will collaborate closely to monitor the precinct's financial health, implement targeted interventions, and continuously refine strategies to maximize cost-efficiency while safeguarding the integrity and growth of the investment portfolio. By prioritizing these areas, the precinct will remain financially robust and poised for long-term success.

6.5 Programme 5: Constitution Hill Human Rights Precinct

Purpose:

- Constitution Hill is a significant heritage site in Johannesburg that serves multiple purposes, including housing the Constitutional Court, which is the highest court in the country.
- It functions as a living museum that narrates South Africa's journey to democracy, reflecting on its tumultuous past as a former prison and military fort. The site is dedicated to educating visitors about constitutionalism, human rights, and democracy, making it a vital space for public engagement and reflection which is its core mandate.

Outcomes, Outputs, Performance Indicators and Targets

MTDP Intervention	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
							2024/25			
Strengthen destination and investment marketing and facilitation	Attractiveness of Gauteng as preferred tourist destination	ConHill visitors increased	Number of ticketed leisure visitors to Constitution Hill	10 256	39 395	63 685	70 000	91 000	127 400	189 600
Cultivate partnerships to support the development and expansion of industries with significant employment potential	Structurally transformed economy	Local creatives receiving targeted support through various programs and initiatives	Number of market access opportunities facilitated for creatives across the value chain	-	-	-	-	450	450	450
			Number of creatives benefitted from creative uprising programme	-	-	2 754	1200	1200	1250	1300
Strengthen industrial and economic hubs, and priorities the economic	Levels of economic activities in localities in which economic	Improved score in the METT for Constitution Hill, reflecting	% of METT score attained for Constitution Hill	-	-	-	New indicator	50%	65%	70%

MTDP Intervention	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
							2024/25			
development of townships, deteriorating areas, and peri urban.	infrastructure was delivered	enhanced management effectiveness and the maintenance of its World Heritage universal value								
Revenue enhancement	Revenue Enhancement	Alternative revenue streams optimized	Own revenue generated	-	-	-	R19 195 000	R16, 500 000	R26,2m	R26,2m

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of ticketed Leisure Visitors to Constitution Hill	91 000	25 207	43 307	65 081	91 000
Number of market access opportunities facilitated for creatives across the value chain	450	150	-	-	450
Number of creatives benefitted from creative uprising programme	1200	200	400	900	1200
% of METT score attained for Constitution Hill	50%	-	-	-	50%
Own revenue generated	R16, 500 000	R4 300 000	R4 000 000	R4 000 000	R4 200 000

CONHILL explanation of planned performance over the medium -term period

For the 2025/26 Financial Year, Constitution Hill will advance its strategic mandate through the recent World Heritage inscription to position the Site as a Tourism Hub in the Gauteng City Region. ConHill's thrust will be anchored through the implementation of various initiatives aimed at enhancing visitor engagement and promoting sustainable tourism practices; positioning the site as a destination of choice; preserving memory and

the tangible heritage asset of the site. The World Heritage status inscription positions the Site as an entry point/Gateway into the province as it connects the other Liberation Sites with which it formed a serial nomination. This opens an opportunity to expand programming into the townships through the Liberation Route by collaborating with peer sites.

Optimizing provincial tourism opportunities and aligning with the Growing Gauteng Together 2030 strategy (GGT2030), Constitution Hill seeks to unlock the immense potential of its spaces through improved tourism infrastructure. The development of the Visitors Centre and We the People Park will contribute to the regeneration of the inner city and attract economic activity through hosting meetings, incentives, conferences, exhibitions, and events (MICE). Additionally, Constitution Hill is well-positioned to act as a hub for Gauteng's tourism, creative and cultural industries, with the implementation of the creatives uprising programming and provision of studio space to creatives in the Creative Hub.

As part of our commitment to supporting the recovery of the visitor and tourism economies, Constitution Hill will facilitate SMEs participation in the visitor and creative economy value chain. We will provide skills development programs, enterprise, and supplier development, and focus on supporting township and informal settlement-based enterprises, providing access to markets and enterprise development programming.

Constitution Hill intends to drive socio-economic impact through hosting signature events such as the Basha Uhuru and Human Rights Festivals. These events will stimulate cultural and creative services, tourism, and hospitality sectors while facilitating access to markets for SMEs in the creative and tourism sectors. The development of the Creatives Hub will foster agglomeration, promote ownership through the co-production of social spaces, and provide workspaces and support programs to nurture the business capabilities of creatives. Constitution Hill aims to inspire creativity and innovation in both economic and cultural production by facilitating the development of new products/crafts for the market and enabling access to markets.

In line with the GGT2030 goal of building a society that does not tolerate racism, sexism, xenophobia, homophobia, or any form of behavior that demeans or humiliates others, Constitution Hill will implement public programs and human rights awareness campaigns. These initiatives will promote constitutionalism, protect, and promote human rights, engage citizens in public discourse, drive content on the Bill of Rights, observe national days of significance, raise awareness on issues undermining human rights gains, and

foster a society inspired by the Freedom Charter. This is in line with the MDTP, contributing towards the outcome that seeks to Implement a national civic education campaign on the Constitution, including at all public and private schools

Constitution Hill's approach includes leveraging digital platforms to shape conversations and engage visitors with authentic stories and experiential interpretations of past and current events. We promote active citizenship through transformative audience experiences and targeted activities that support inclusion, social cohesion, and hold those in power accountable. Constitutional education is a key component, empowering communities to take a stand and understand the power of their voice within it.

To create and share knowledge and programming opportunities, Constitution Hill will establish formal linkages with educational and cultural institutions locally, nationally, and internationally. This collaboration will enhance the visitor experience and broaden the reach and impact of Constitution Hill's initiatives. To meet the evolving needs of tourists, Constitution Hill recognizes the importance of innovation and incorporating new experiences. This includes utilizing technology such as audio tours, digital signboards, and real-time social media engagement to enhance visitor engagement and provide entertaining, thought-provoking content.

Catalytic signature events will be hosted, these events play a significant role in driving positive economic and social impacts, generating additional visitors, revenue, positive national and international image, and contributing to civic pride. In summary, Constitution Hill's planned performance for 2025/26 revolves around leveraging its offerings, optimizing tourism infrastructure, supporting the creative and tourism economies, promoting constitutionalism and human rights, fostering creativity and innovation, and embracing technology and innovation to enhance the visitor experience.

7. Programme Resource Considerations

Table: Budget Allocation for programme and sub-programmes.

Entity	Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2025/26			2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000	R'000
GGDA Holdings	289 757	(15 631)	274 126	298 315	314 223	328 332
Automotive Industry Development Centre	75 767	0	75 767	75 768	77 177	80 642
The Innovation Hub	93 662	5 431	99 093	93 662	96 377	100 704
Gauteng Industrial Development Zone	228 954	(40 000)	188 954	228 954	160 260	31 615
Constitutional Hill	26 372	4 500	30 872	30 372	27 559	28 796
Total	714 512	(45 700)	668 812	727 071	675 596	570 090

Economic Classification

Description	Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2025/26			2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000	R'000
Current payments	708 151	(45 700)	662 451	720 556	668 619	562 755
Compensation of employees	247 033	584	247 617	254 472	267 597	286 556
Goods and services	452 865	(46 284)	406 581	457 170	391 395	266 572
Interest and rent on land	8 253	0	8 253	8 913	9 626	9 626

Description	Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2025/26			2026/27	2027/28	2028/29
Payments for capital assets	6 361	0	6 361	6 515	6 977	7 335
Buildings and other fixed structures	2 500	0	2 500	2 500	2 500	2 500
Machinery and equipment	3 861	0	3 861	4 015	4 477	4 835
Total economic classification	714 512	(45 700)	668 812	727 071	675 596	570 090

GGDA Group has been allocated R1.9 billion over the MTEF period. The allocation over MTEF period is decreasing from R727m in 2026/27 to R570m in 2028/29, this reduction is due to the ORTIA bulk development project not funded in 2026/27.

The expenditure trends (MTEF Funds) for GGDA group are as follows:	
2022/23	R580 million
2023/24	R617 million
2024/25	R631 million
2025/26	R668 million
2026/27	R727 million
2027/28	R675 million
2028/29	R570 million

MTEF spending

The MTEF Grant is allocated to programmes at GGDA Holdings and its subsidiaries: Automotive Industry Development Centre (AIDC), The Innovation Hub (TIH), Gauteng IDZ Development Company and ConHill Development Company. The grant is mainly allocated towards key projects such as EkasiLabs, Township Industrial Hubs, ORTIA Bulk Development and AIDC infrastructure maintenance.

The programmes include support to the automotive industry, innovation activities and support, accelerating the development of high growth, competitive and labour absorbing

sectors to support the creation of decent jobs and global competitiveness, including attracting direct domestic investment and FDI in identified markets and unlocking increased trade opportunities on the African continent and across the globe. Included in the MTEF forecast expenditure for 2026/27 is personnel expenses of R254 million. For the MTEF period 2027/28 -2028/29 personnel cost has been adjusted by 7% and the impact of staff employed over the duration of the project term.

Procurement Strategies

The GGDA group has developed procurement strategies that are aligned to section 16A6.1 – 16A6.6 of the PFMA to ensure adherence to the regulatory framework. The group's strategy is geared towards the inclusion of economically disfranchised groups. Our procurement strategies involve providing training and hosting briefing sessions for service providers to ensure that they understand the public sector procurement opportunities.

The targeted groups include entities that are: black owned, women owned, youth owned, B-BBEE complaints, township based, and that owned by people living with disabilities. All procurement strategies are developed on the foundation of PFMA, National Treasury Regulation and the Constitution of the Republic of South Africa. This will ensure that while supporting previously disfranchised groups, the organization still adheres to the regulatory universe. Therefore, training to Supply Chain Management employees is vital and mandatory to ensure compliance.

8. GGDA Strategic Risks

Risk No.	Strategic Risk	Description	Mitigation
1	Attractiveness of Gauteng as preferred investment destination economy	External Market & Policy Dependency Risk High reliance on external factors such as global economic conditions, loss of key market-access agreements (e.g., AGOA), and national incentive gaps, which may reduce investor confidence and investment inflows.	Establish Trade & Investment Forum, diversify markets, close incentive gaps with dtic/Treasury, and implement evidence-based policy advocacy.
2	Levels of economic activities in localities in which economic infrastructure was delivered.	Project Delivery & Infrastructure Implementation Risk Past cost/schedule overruns, EPMO capacity shortages, and slow procurement cycles threaten timely and efficient project delivery, impacting credibility, Inefficient Shared Services Model	Strengthen EPMO staffing, enforce SOPs and Primavera tracking, streamline SCM processes, and implement quarterly performance reviews.
3	Financial Sustainability	Financial Sustainability & Revenue Diversification Risk Over-reliance on grants, limited self-generated income, and tenant arrears in subsidiaries threaten long-term sustainability.	Develop revenue-enhancement strategies, tighten tenant vetting, diversify funding, and implement robust debt collection.
4	Gauteng as attractive investment destination	Marketing, Branding & Stakeholder Engagement Risk Fragmented marketing across subsidiaries reduces brand visibility, limits public awareness, and weakens stakeholder buy-in.	Launch Group Marcoms Forum, centralise media buying, develop targeted marketing plans, and unify stakeholder engagement protocols.
5	Secure ICT environment	Cybersecurity Risk Evolving cyber threats and unclear IP ownership expose the group to operational, reputational, and commercial risks.	Daily system monitoring, annual penetration tests, internal vulnerability checks, clarify IP ownership/revenue sharing, and train staff on cyber hygiene.

9. Infrastructure Projects

#	Project Name	Programme	Description	Outputs	Start date	Completion date	Total estimated cost	Current year expenditure
1	New ConHill Visitors Center	Constitution Hill	Construction of the New Visitors Center Building for Tourism Exhibition	Tourism attraction and office accommodation	2025/26 Q1	2025/26 Q4	R186m	R 5 241 461,09
2	Construction of We The People's Park	Constitution Hill	Construction of a public park at Conhill	Tourism attraction and events	21 Nov 24	3 June 25	R8 588 231,65	R 452 440,42
3	Refurbishment of the Ramparts and surrounding walls at ConHill	Constitution Hill	Refurbishment of the existing infrastructure	Tourism attraction	17 Feb 25	30 Sep 25	R9 382 602,41	R0.00
4	TIH BioPark Phase 3	Innovation Hub	Construction of the TIH BioPark Phase 3 Building	Laboratories for Tenants fitting a specific profile in line with the TIH strategy	18 February 2019	TBC	R287m	R 254m
5	TIH Enterprise Building 3	Innovation Hub	Construction of the Enterprise Building 3	Construction of a commercial building with approx. 6000sqm of Gross Lettable Area smart industries sector including the green economy	TBC	TBC	R0m	Nil- PPP process
6	TIH Enterprise Building 2	Innovation Hub	Construction of the Enterprise Building 3	Construction of a commercial building with approx. 8000sqm of Gross Lettable Area for letting to enterprises in the smart industries	TBC Subject to successful recruitment of Anchor Tenants for 60% pre-	TBC	R0m	Nil- PPP process

#	Project Name	Programme	Description	Outputs	Start date	Completion date	Total estimated cost	Current year expenditure
				sector including the green economy	letting Agreements			
7	Industrial Parks	GGDA	Rehabilitation and Refurbishments of 3 Industrial Parks.	Rehabilitation and refurbishments of Mqantsa, Emdeni and Rosslyn industrial parks	All projects are still at planning stage	2025/26 Q4	R35.3m	R 2 499 174.42
8	Industrial Parks	GGDA	Rehabilitation and Refurbishments of 3 Industrial Parks.	Rehabilitation and refurbishments of Atteridgeville 1 & 2 and Fannie Malape	All projects are still at planning stage	2025/26 Q4	R22,6m	R 2 484 051.94
9	Vaal SEZ Bulk Designs		Design, construction monitoring and supervision of external roads and stormwater services at the Rietspruit site located within the Vaal SEZ.	Detailed designs of external roads and stormwater services.	TBC	TBC	R12 000 000	TBC
			Design, construction monitoring and supervision of internal and external civil and electrical Bulk infrastructure services at the Heidelberg site located in the Vaal SEZ.	Detailed designs of Bulk civil and Bulk Electrical infrastructure	Quarter 3 of 24/25 fy	2025/26 Q2	R6 716 580,40	R1 304 199,36

10. Public Private Partnerships

N/A

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

TRADE, INVESTMENT AND REGULATORY ENABLEMENT (TIRE)

Indicator title	Rand Value of Investments facilitated
Definition	- Includes the provision of investor services to investments made by firms or individuals from a foreign country (foreign direct investment) in Gauteng and the provision of investor services to investments made in Gauteng by South African owned companies (domestic direct investment). - Provision of Financial Institutions or Institutions e.g. Private Equity, DFI's with the source of funds located or headquartered in Gauteng. - Investment facilitation refers to the number of confirmed direct investment projects in productive assets by a foreign company, as opposed to investments in shares. The point of realization is the point of first flow of funds and/or the point at which physical activity on the project commences. - Facilitation means provision of investor services to help solve problems faced by existing or potential investors. - Investor services include but are not limited to water use license, bulk infrastructure, environmental impact studies, electricity, etc. which are typically required to unlock bottlenecks for investments. - Increased levels of investment in Gauteng could lead to benefits such as job creation, technology spill overs, enhanced competitive business environment, contribution to international trade integration and improvement in enterprise development. - The targeted high growth sectors in the GGT2030 are as follows; cannabis, automotive, ICT and digital service, food beverages, Agro-processing and Agro businesses, financial services, transportation and logistics, diverse energy mix, cultural and creative industries, tourism, and hospitality. The facilitation services will also be provided to investments supported by GGDA subsidiaries.
Source of data	TIRE Excel Pipeline, Portfolio of evidence data, Quarterly Reports, Leads Form, Information generated from Online platform/CRM and other e.g. HubSpot; pledge register/form
Method of calculation / assessment	Quantitative Total sum of investments
Means of verification	One of the following: - Investment facilitation agreement (lead form) - Email correspondence and/or lead forms and/or minutes of meetings (supplementary)

Indicator title	Rand Value of Investments facilitated
	- Evidence letters of investments from investors and/or investor representatives (e.g. a third party appointed to act on behalf of the investor) - TIRE partners who include but not limited to municipalities and/or business chambers and/or trade offices and/or embassies, and/or advisory firms and/or national and provincial government departments, and agencies, and/or Financial Institutions, to provide confirmation of the investment, - Information generated from online platform/CRM and other e.g. Hubspot - Recorded sessions/minutes from online/virtual engagements (e.g. Zoom, Microsoft Teams etc.)
Assumptions	- Approval of identified strategic partnerships, including the financial implications thereof - Support for TIRE to participate in inward and outward missions. - Improved economic outlook. - Regulatory changes, a supportive policy environment and enabling conditions for ease of doing business. - Gauteng is an attractive investment destination with a clear value proposition. - Coordination with both local and national government as enablers of investments (including inter agency) and Stable power supply.
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	All GCR corridors
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R28 billions of Investments Facilitated
Indicator Responsibility	Group Executive TIRE

Indicator title	% of GIC pledges converted into investment project
Definition	The indicator seeks to demonstrate how many pledges materialized into actual investments facilitated by GGDA post the Annual Gauteng Investment Conference. Pledges refer to the investment commitments or intentions announced by companies or investors announced during the Annual Gauteng Investment Conference”

Indicator title	% of GIC pledges converted into investment project
	"Converted investments are defined as pledges that have progressed to the commencement of project implementation"
Source of data	Pipeline used to identify and register potential investment pledges GGDA's internal CRM or investment tracking systems, GIC conference report, lead forms, pledge form, MoUs, letters of intent, non-disclosure agreement, Confidentiality agreement/ investor pledges reported by GGDA and partner entities, evidence letters of investments from investors and/or investor
Method of calculation / assessment	Quantitative: Number of Converted Investments / Total Number of Investment pledges × 100
Means of verification	- Investment pledge list, - Investors confirmation letters, - Regulatory/administrative approvals - Physical implementation milestones - Financial / operational proofs - Official correspondence / confirmation - Employment / operational activities
Assumptions	All investment pledges are properly recorded and tracked. - External factors (e.g., policy changes, economic conditions) are considered constant or accounted for in trend analysis.
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	All GCR corridors
Calculation Type	Non-Cumulative
Reporting cycle	Annually
Desired performance	30% of Gauteng Investment Conference Pledges converted into investment projects
Indicator Responsibility	Group Executive TIRE

Indicator title	Rand Value of trade deals facilitated
Definition	- Assisting Gauteng Small, Medium, and Big business with selling of goods and services- locally or internationally. - Locally and foreign owned companies operating in the GCR. - This includes assisting with domestic and international markets, regulatory issues including compliance, certifications & standards, bureaucratic delays, trade finance, promotion platforms, industry, and country/regional regulations.

Indicator title	Rand Value of trade deals facilitated
Source of data	TIRE Excel Pipeline, Portfolio of evidence data, Quarterly Reports, Leads Form, Information generated from Online platform/CRM and other e.g. Hubspot; pledge list
Method of calculation / assessment	Quantitative The sum of total value facilitated.
Means of verification	One of the following: • Trade/Export facilitation agreement between buyer /agent/funder & seller • Off-take agreement and/or trade finance agreement • Email correspondence and/or lead forms and/Minutes of meetings (supplementary) • Export credit note • Information generated from online platform/CRM and other e.g. Hubspot • Evidence letters of trade deals facilitated domestically or internationally from exporters and/or exporter representatives (e.g., a third party appointed to act on behalf of the investor) • TIRE partners who include but not limited to municipalities and/or business chambers and/or trade offices and/or embassies, and/or advisory firms and/or national and provincial government departments, and agencies, and/or Financial Institutions, to provide confirmation of the investment • Surveys of tenants in our industrial parks and/or companies assisted
Assumptions	• Budget allocation for Outward selling missions, local and international exhibitions. Procurement by retailers and governments. • Sourcing by buyers and demand for products/services by direct markets. Approval of identified strategic partnerships, including the financial implications thereof. • fully capacitated TIRE unit (human resources) • Support for TIRE to participate in inward and outward selling missions which include exhibitions • Improved economic outlook, • Stable power supply • New markets with needs and purchasing power
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	All GCR corridors
Calculation Type	Non-Cumulative
Reporting cycle	Annually
Desired performance	R5.3 billion of trade deals facilitated
Indicator Responsibility	TIRE Group Executive

Indicator title	Number of expansion opportunities matched with GCR companies
Definition	- Indicator refers to, export expansion opportunities which will lead to possible trade deals when a company has prospects of expanding its reach beyond its traditional territory through a possible trade deal that may come as result of exporting goods/skills, both domestically and/or internationally. This is done through retail spaces, trade agents, venture partnerships, ecommerce platforms, portals and exhibition stands/platforms etc. - The role of TIRE is to identify and link the expansion opportunity with Gauteng based companies, TIRE identifies the opportunity, provide platform for SME to market their products, match them with possible buyers, to provide them with the opportunity to seal trade deals - This may include identification of the expansion opportunities through amongst others: international retailers, International and domestic agents, Export Associations, Embassies, IPA's, Industry Associations, Strategic Partners, Stakeholders and private businesses, locally and internationally. - Companies will be presented with an identified expansion opportunity, introduced to buyers'/agents/ base or origination of the opportunity, where required extra facilitation regarding access to relevant information on registration processes, conducting of site visits, access to export and investment related incentives, business linkages, business to business match making, assist with regulatory bottlenecks and access to finance. - Targeted countries will be explored through regional approach such as but not limited to Economic Community of West African States (ECOWAS), East African Community (EAC), and Southern African Development Community (SADC) and AFCTA trading bloc and traditional trading partners Europe, Asia, the Americas, and trade partners such as BRICS etc. (sister to sister agreements and beyond) - National pavilions organised by DTIC and participation through EMIA and SASS DTIC incentive schemes - Outward missions organised or planned by the GGDA or endorsement by the GGDA to the DTIC outward missions (and others Strategic Partners) - If two or more companies from the same sector access a single opportunity, each company's access will be counted separately and therefore recorded as multiple opportunities. - An opportunity or an event/ mission cannot be regarded as one opportunity
Source of data	TIRE excel pipeline of expansions/ Quarterly Reports
Method of calculation / assessment	Quantitative: Simple count of the number of opportunities linked to GCR companies
Means of verification	One of the following: - Emails from exporters/traders - minutes of meetings - strategic partners (local or provincial or national departments or FERs or embassies or export councils or industry associations or

Indicator title	Number of expansion opportunities matched with GCR companies
	trade funders or trade agents or buyers and exporters) confirmation letter. • event reports and/or mission reports and/or non-disclosure agreements signed by companies. • Cooperation agreements • Evidence letters from companies matched opportunities, with countries of opportunity mentioned i.e., one company can be exposed to 1 or more opportunities in various countries globally. Each country counts as one opportunity.
Assumptions	• Budget allocation for international site visits, • Business to business interactions, agreements signed by businesses, compliance to international regulations including setting up of business in that region/country. • Procurement by retailers/ agents and governments. • Sourcing by buyers and demand for products/services by direct markets.
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	All GCR corridors
Calculation Type	Cumulative (Year-to-date)
Reporting cycle	Quarterly
Desired performance	35 expansion opportunities for GCR companies
Indicator Responsibility	TIRE Group Executive

ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO)

Indicator title	% of the Conhill Visitor Centre infrastructure construction completed
Definition	The output indicator refers to stage 5 of construction works completed towards the Constitution Hill Visitors Centre, with the aim of reaching or achieving practical completion. Stage 5 refers to the following activities implemented towards the practical completion of the VC: • Site handover; Site establishment; Approval of Safety File; Concrete repairs; Demolitions; Concrete works • Concrete repairs; Concrete works; Civil and wet services, installation, Electrical works, Mechanical works, Masonry, facades
Source of data	Official construction programme, monthly reporting, project progress plans, financial reports, EPMO electronic shared folder.
Method of calculation/assessment	Quantitative Physical Progress (%) = (Cumulative Weight of Completed Activities/total weight of all activities) × 100 Physical progress is calculated by Project Management software
Means of verification	Monthly/ Quarterly progress reports from PRT/ contractor

Indicator title	% of the Conhill Visitor Centre infrastructure construction completed
Assumptions	Budget availability, no Force Majeure events, political stability, no interruptions by local business forums and communities etc. (ideal situation and enabling environment), no loadshedding, no inclement weather (heavy rains, storms etc.), contractors will perform as per agreement
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Central corridor
Calculation Type	Cumulative (year-end)
Reporting cycle	Annually
Desired performance	40% of infrastructure construction works completed for construction of ConHill visitor center
Indicator Responsibility	GE: EPMO

Indicator title	% of We the People's Park infrastructure construction completed
Definition	The output indicator refers to the stage 5 of construction works completed towards We the People's Park project, with the aim of reaching or achieving practical completion. Stage 5 refers to the following activities implemented towards the practical completion of the We the People's Park Infrastructure construction. - Q1: Earthworks, Electrical works, Concrete works, Civil works, Landscaping works - Q2: Earthworks, Electrical works, Concrete works, Civil works, Landscaping works, Practical completion
Source of data	Official construction programme, monthly reporting, project progress plans, financial reports, EPMO electronic shared folder
Method of calculation/assessment	Quantitative Physical Progress (%) = (Cumulative Weight of Completed Activities/total weight of all activities) × 100 Physical progress is calculated by Project Management software
Means of verification	Monthly progress reports, /quarterly PRT/ contractor, practical completion certificates at the end of the project and project close out report after final completion of the project
Assumptions	Budget availability, no Force Majeure events, political stability, no interruptions by local business forums and communities etc. (ideal situation and enabling environment), no loadshedding, no inclement weather (heavy rains, storms etc.) contractors will perform as per agreement
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Central corridor
Calculation Type	Cumulative (year-end)

Indicator title	% of We the People's Park infrastructure construction completed
Reporting cycle	Annually
Desired performance	Practical completion achieved for construction of We the People's Park
Indicator Responsibility	GE: EPMO

VAAL SEZ

Indicator Title	Rand value of investment committed to the Vaal SEZ
Definition	This indicator refer to the facilitation of R2 Billion worth of investments towards the Vaal SEZ.
Source of data	Signed investment reports and supportive documents in the Vaal SEZ Repository
Method of Calculation / Assessment	Quantitative simple count - The sum of total value facilitated.
Means of verification	Signed contracts with investors / investment commitment letters from investors
Assumptions	investor commitments resulting in actual investments
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	R2 billion of investment commitments to the Vaal SEZ
Indicator Responsibility	VAAL SEZ: Executive Programme Manager

AUTOMOTIVE INDUSTRY DEVELOPMENT CENTER (AIDC)

Indicator title	Number of companies supported with interventions to improve productivity and competitiveness	Number of employed individuals upskilled/reskilled to improve industry innovation and competitiveness
Definition	This refers to the count of businesses that have received assistance, such as training, resources, or consulting, aimed at enhancing their operational efficiency and market position. These interventions can include strategies like process optimization, technology upgrades, workforce training, and continuous improvement initiatives	This refers to the upskilling or reskilling of the industry workforce to implement innovative interventions aimed at improving productivity and competitiveness. Interventions include ISO 9001, Lean Management, Total Productive Maintenance and so forth.

Indicator title	Number of companies supported with interventions to improve productivity and competitiveness	Number of employed individuals upskilled/reskilled to improve industry innovation and competitiveness
		The workforce and management will be trained to implement new processes and standards.
Source of data	Any of the following: Calendar entries or Agenda or Intake forms	Any of the following: Calendar entries or Agenda or Intake forms
Method of calculation / assessment	Simple count (total sum of companies supported)	Simple count (total sum of individuals upskilled)
Means of verification	Signed contracts	Attendance registers
Assumptions	Uptake of and successful completion of training programmes	Uptake of and successful completion of training programmes
Disaggregation of beneficiaries [where applicable]	N/A	N/A
Spatial transformation [where applicable]	N/A	N/A
Calculation Type	Cumulative (Year to Date)	Cumulative (Year to Date)
Reporting cycle	Quarterly	Quarterly
Desired performance	100% of target achieved	100% of target achieved
Indicator Responsibility	Manager: Supplier and Enterprise Development	Manager: Skills Development and Training Manager: Supplier and Enterprise Development

Indicator title	Number of candidate artisans declared competent at the AIDC Trade Test Centre
Definition	The South African Qualifications Authority (SAQA) defines a trade test as” a final integrated summative assessment for an artisan qualification for a listed trade that is conducted at an accredited Trade Test Centre by an assessor registered with the National Artisan Moderating Body (NAMB). AIDC has accredited assessors who conduct these assessments on candidate artisans and issue an assessment report that declare a candidate as either competent or not yet competent. Candidates who have not yet demonstrated competence are provided with targeted or supplementary training to address identified gaps and enable them to meet the required competency standards
Source of data	Intake/Registration Forms/attendance registers

Indicator title	Number of candidate artisans declared competent at the AIDC Trade Test Centre
Method of calculation / assessment	Quantitative - Simple count (total sum of candidate artisans assessed)
Means of verification	Assessment report
Assumptions	Continuous attendance by candidates
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	N/A
Calculation Type	Cumulative (Year to Date)
Reporting cycle	Quarterly
Desired performance	100% of target achieved
Indicator Responsibility	Manager: Skills Development and Training

Indicator title	Average % of productivity improvement in companies participating in the efficiency improvement programme	Revenue generated by MSMEs operating within the AIDC Incubation Programmes
Definition	The efficiency programme aims to increase the productivity levels of participating in MSMEs. A benchmark % of productivity is calculated at the start of the programme and at the end of the programme the productivity level is measured again to ascertain the level of improvement. AIDC then intervenes through design, programming and other operational processes to improve on current productivity levels. This intervention assists companies to save financially, produce more units during the set period, improve production volumes, job security, and increase profitability.	This indicator tracks the turnover of MSMEs operating from the incubation programme at both the Ford and Nissan plants. Cashflow is generally accepted as the lifeblood of any business enterprise and thus it is important to track revenue generated through the incubation programme to make a judgment on the financial sustainability of participating MSMEs. Revenue is recognized when invoices have been issued.
Source of data	Signed contracts/attendance registers	General Ledger or Transaction Listing

Method of calculation / assessment	Mathematical: Actual performance of operation/item before intervention = 'a' Performance after intervention = 'b' Improvement= i % $i = (a-b)/a \times 100$	Quantitative - Simple count – Total sum of revenue generated by MSMEs at the Incubation Centre
Means of verification	Efficiency reports	Invoices and/or credit notes, where applicable
Assumptions	Identified MSMEs participate in the efficiency programme	Increase in market demand for automotive components/commodities
Disaggregation of beneficiaries [where applicable]	N/A	N/A
Spatial transformation [where applicable]	N/A	N/A
Calculation Type	Non-cumulative	Cumulative
Reporting cycle	Annually	Quarterly
Desired performance	100% of target achieved	100% of target achieved
Indicator Responsibility	Manager: Supplier and Enterprise Development	Manager: Incubation Programmes

Indicator title	Number of township-based MSMEs upskilled in the automotive sector	Revenue generated by MSMEs operating within the AIDC Township Automotive Hubs
Definition	The Gauteng Provincial Government enacted the Township Economy Development Act (hereafter the Act) in 2022 to support the growth and sustainability of township-based MSMEs through targeted interventions. AIDC supports township-based automotive enterprises (whether formal or informal as contemplated in the Act) through a variety of interventions including training, mentorship, and exposure to modern equipment to increase technical and soft skills for profitability and sustainability of MSMEs. An enterprise is defined in Chapter 1 of the TEDA as an “undertaking or business concern, whether formal or informal...and includes an entrepreneur”.	This indicator tracks the turnover of MSMEs operating from the Township Automotive Hubs at both the Winterveldt in Northern Tshwane and Chamdor in the West Rand. Cashflow is generally accepted as the lifeblood of any business enterprise and thus it is important to track revenue generated to make a judgment on the financial sustainability of participating MSMEs. Revenue is recognized when invoices have been issued.
Source of data	Attendance registers	General Ledger or Transaction Listing
Method of calculation / assessment	Simple count - Number of MSMEs upskilled in the auto sector	Simple count - Total sum of revenue generated by MSMEs at the Township Hubs
Means of verification	Certificate of completion and/or attendance	Invoices (Dr Smash report) and/or credit notes, where applicable
Assumptions	Stakeholder buy-in and participation	Increased demand for aftermarket services
Disaggregation of beneficiaries [where applicable]	N/A	N/A
Spatial transformation [where applicable]	N/A	N/A
Calculation Type	Cumulative (Year to date)	Cumulative (Year to date)
Reporting cycle	Quarterly	Quarterly
Desired performance	100% of target achieved	100% of target achieved
Indicator Responsibility	Manager: Township Automotive Hubs	Manager: Township Automotive Hubs

Indicator title	Revenue generated from projects	Revenue Generated from Property Rentals and Service Charges
Definition	Refers to the income the AIDC earns from completing specific projects for clients. This type of revenue is typically earned through one-time projects, which can involve delivering products or services to customers. The revenue is recognized at various stages of the project, often tied to key milestones or upon project completion	Refers to the total income earned by AIDC through the leasing of property and other assets to tenants within the Automotive Supplier Park. This revenue comprises: Rental income: Periodic payments made by tenants for the right to occupy or use commercial, industrial, or office spaces owned or managed by AIDC. Service charges: Additional fees levied for shared services and infrastructure, including utilities (electricity, water), security, cleaning, waste management, and maintenance of common areas. This revenue stream reflects the operational performance of the Supplier Park and contributes to AIDC's financial sustainability
Source of data	MOUs'/SLAs/Contract, General ledger	Lease agreements
Method of calculation / assessment	Quantitative (simple count) – total sum of income generated from projects	Quantitative (simple count) – total sum of revenue generated from property rentals and service charges.
Means of verification	Invoices	Invoices
Assumptions	Stakeholder buy-in and participation; Effective marketing to induce market demand	Demand for prime industrial properties; Maintaining a higher occupancy rate
Disaggregation of beneficiaries [where applicable]	N/A	N/A
Spatial transformation [where applicable]	N/A	Northern Corridor
Calculation Type	Non-cumulative	Non-cumulative
Reporting cycle	Annually	Annually
Desired performance	100% of target achieved	100% of target achieved
Indicator Responsibility	Chief Financial Officer Senior Manager: Business Development Executive Manager: Industry Development	Chief Financial Officer Senior Manager: Business Development

THE INNOVATION HUB (TIH)

Indicator Title	Rand value of exports facilitated
Definition	- The total value or volume of exports generated by beneficiaries who have received direct support from The Innovation Hub Management Company (TIHMC) through its various programmes. These include any of the following: - Incubation programmes (e.g., BioPark, Climate Innovation Centre, Maxum, eKasiLabs Incubator). Cluster development programmes. - Graduated companies from the core phase of incubation. - Tenants operating within The Innovation Hub Science & Technology Park. - Other TIHMC-supported initiatives (e.g., FabLabs, eKasiLabs, and strategic export-focused interventions).
Source of data	Programme Reports/Sale agreements/Proof of Sale/Invoices/TIHMC Portfolio of evidence data, Quarterly Reports, Information generated from deals closed by companies/Programme Export Report/Survey Reports/Dashboard Reports/Programme Age Analysis Reports
Method of Calculation / Assessment	Quantitative – Simple Count
Means of verification	Any of the following: - Proof of sale to clients outside the country/sales or contract agreements from clients/invoices/sales reports/mobile App screenshots. - Trade/Export facilitation agreement between buyer /agent/funder & seller - Off-take agreement and/or buyer-seller agreement - Email correspondence and/or lead forms and/Minutes of meetings (supplementary) - Export credit note - Evidence letters of international deals facilitated internationally from exporters and/or exporter representatives (e.g., a third party appointed to act on behalf of the company) - TIHMC partners who include but are not limited to R&D institutions and/or business chambers and/or trade offices and/or embassies, and/or advisory firms and/or national and provincial government departments, and agencies, and/or Financial Institutions, to provide confirmation of the export deal - Surveys of TIH tenants / incubated companies and / or TIHMC alumni companies.
Assumptions	- Participation in outward selling missions, local and international exhibitions. Procurement by international companies and governments. - Sourcing by buyers and demand for products/services by direct markets. Approval of identified strategic partnerships, including the financial implications thereof. - Improved economic outlook. - New markets with needs and purchasing power.
Disaggregation of	N/A

Indicator Title	Rand value of exports facilitated
beneficiaries	
Spatial transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	R40 mil exports facilitated
Indicator Responsibility	EM: Technology Innovation and Cluster Development EM: Enterprise Development EM: Business Development and Partnerships

Indicator Title	Number of demand-led open innovation projects piloted for government and industry
Definition	The Open Innovation Exchange programme delivers tangible solutions to real challenges posted by solution seekers in government/ private sector/Non-government Organisation/ Community Based Organisations with new opportunities to commercialize their innovations. This indicator will measure the number of Open Innovation Solutions projects piloted to Start-up companies to address government challenges, as well as innovation projects contracted to Start-ups/MSME's to address industry/private sector challenges which also includes non-Government entities, e.g. NPOs, NGOs, NPC's, PLCs, Charities, Social and Educational Associations/Entities. These pilot projects can be multi-year pilots that span more than one financial year.
Source of data	Signed TIHMC EXCO minutes / Signed Programme Reports
Method of Calculation / Assessment	Quantitative – Simple Count
Means of verification	Signed Pilot Project Contracts/Pilot Project Reports
Assumptions	The solutions provided are effectively aligned to address the challenges faced by those seeking them.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Reporting Type	Quarterly
Calculation Cycle	Cumulative (year-to-date)
Desired performance	15 Open Innovation Solutions piloted
Indicator Responsibility	EM: Technology Innovation and Cluster Development EM: Township Economy Revitalisation

Indicator Title	Number of clusters implemented
Definition	This indicator will measure the number of clusters that have been established and operationalised by TIHMC in either the green economy, digital economy, or bio-economy.
Source of data	Cluster Plans/Cluster Concept Documents
Method of Calculation / Assessment	Quantitative – Simple Count
Means of verification	Cluster formalisation documents/Cluster Progress Reports.
Assumptions	○ That there are suitable partners in the multiple helix ecosystem to form clusters with. ○ There are resources that can be leveraged for cluster implementation ○ The cluster focus areas are responsive to the eco-system demands.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	2 clusters implemented
Indicator Responsibility	EM: Technology Innovation and Cluster Development EM: Township Economy Revitalisation

Indicator Title	Number of patents registered
Definition	Patent (under different classes)/Industrial design) applications registered through the IP filing office (CIPC)/ any international IP body to obtain IP rights/any equivalent IP registration body at a national or international level.
Source of data	Novelty Search Report/IP Consultation Report/Patent Search Report/Copyright Report from CIPC/ Trademark/Copyright/Patent Register or Statement from the CIPC
Method of Calculation / Assessment	Quantitative – Simple Count
Means of verification	Official Patent documentation/Patent Certificate/Patent Application Number/Patent Grant Letter/Official IP Records.
Assumptions	None
Disaggregation of beneficiaries	N/A
Spatial transformation	All Corridors
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	2 Patents registered

Indicator Title	Number of patents registered
Indicator Responsibility	EM: Enterprise Development EM: Township Economy Revitalisation

Indicator Title	Number of companies graduated from the incubation programmes
Definition	TIHMC's Incubation Programmes under Enterprise Development and the eKasiLabs Incubator focus on providing support to Start-up companies with innovations to enable them to develop businesses. This indicator measures the companies that have graduated out of the core phase of incubation programmes based on company performance.
Source of data	Incubation Performance Reports/Company Performance Reports
Method of Calculation / Assessment	Quantitative – Simple Count
Means of verification	Signed graduation letter to the company
Assumptions	That TIHMC incubated companies get increased market share.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	20 companies graduating from the incubation programmes
Indicator Responsibility	EM: Enterprise Development EM: Township Economy Revitalisation

Indicator Title	Revenue generated by TIHMC programmes and ecosystem
Definition	This indicator will measure the revenue generated by companies within TIHMC's ecosystem which consists of companies located on the park precinct; as well as companies in one of the incubation programmes (BioPark, CIC, Maxum, and eKasiLabs) in either the core and alumni phase of incubation; and companies in TIHMC's cluster programmes.
Source of data	Programme reports
Method of Calculation / Assessment	Quantitative – Simple Count
Means of verification	Letter signed off by Director/CEO of the ecosystem company/the accountant, or company representative/Survey of companies in the ecosystem/Evaluation Reports/ Research Reports/Email communication of revenue/Minutes of meetings/Financial Reports
Assumptions	The ecosystem companies are generating revenue by disclosing their financial performance.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	R40 mil revenue from TIHMC programmes and ecosystem

Indicator Title	Revenue generated by TIHMC programmes and ecosystem
Indicator Responsibility	EM: Enterprise Development EM: Township Economy Revitalisation EM: Business Development and Partnerships Chief Financial Officer

Indicator Title	Number of Youths Trained in ICT Skills
Definition	This indicator measures the number of youths trained through TIHMC facilitated training programme such as coding, mobile, repair, data annotation, digital training.
Source of data	Programme Reports/Project Reports/Training Reports
Method of Calculation / Assessment	Quantitative (Simple count)
Means of verification	Training contracts signed by the students /Attendance register / time sheets
Assumptions	None
Disaggregation of beneficiaries	N/A
Spatial transformation	All corridors
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	1000 Youth trained through TIHMC facilitated training programme
Indicator Responsibility	EM: Technology Innovation and Cluster Development EM: Township Economy Revitalisation

Indicator Title	Revenue Generated by TIHMC
Definition	This indicator will measure the rand value of TIHMC's revenue from its revenue streams such as ICT, rental, parking, conference venue services, other revenue, and additional streams of revenue that might be identified throughout the year.
Source of data	Programme Reports/Board Reports
Method of Calculation / Assessment	Quantitative – Simple Count (Rand value of revenue from TIHMC revenue streams)
Means of verification	TIHMC Annual Financial Statements/Financial Reports
Assumptions	It is assumed that there is an increased uptake in TIHMC service offerings such as conference, ICT, tenancy, and other business development offerings.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	R17 mil revenue generated
Indicator Responsibility	Chief Financial Officer

GAUTENG IDZ DEVELOPMENT SOC LIMITED (GIDZ OR GAUTENG IDZ)

Indicator title	% of OR Tambo SEZ Precinct 2 bulk infrastructure development completed
Definition	This indicator measures the progress achieved in the construction process (Bulk Infrastructure Development for ORTIA SEZ Precinct 2). During the 2025/26 financial year, the following milestones will be tracked to gauge the progress: Q1: Achieve 15% completion through setting out and site clearance and commencement of bulk earthworks and Road works. Q2: Reach 25% completion by completing the bulk earthworks, continuation of roadworks, commencement of excavations for sewers and stormwater drainage and laying of services. Q3: 45% completion by completing sewer line and sewage sump, continuation of roadworks and continuation of laying of services. Q4: Achieve 50% completion by completing of roadworks, stormwater and drainage, construction of attenuation pond and commencement of water reticulation.
Source of data	PRT Progress Report (Bulk Infrastructure Development)
Method calculation assessment	Percentage of the construction activities completed against the planned activities for the bulk infrastructure project. The system used to calculate percentages is CCS Candy
Means verification	Appointment Letter, Progress Report, Project Plan and Progress pictures (where applicable)
Assumptions	Contractor Performance, No Community Protests, Timely Plan Approvals; No delays by stakeholders. That the construction industry will operate normally (without disruptions) for the financial year under review. That the project will be funded accordingly. No Inclement weather
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Eastern Corridor
Calculation Type	Cumulative(year-to-date)
Reporting cycle	Quarterly
Desired performance	50% bulk infrastructure development completed.
Indicator Responsibility	Senior Programme Manager: Infrastructure Development (GIDZ)

Indicator title	Number of interns participating in the OR Tambo SEZ mentorship programme
Definition	This indicator measures interns mentored during the operations and construction of the various SEZ precincts to advance in their careers. Implementation of this target is guided by the GGDA Internship programme guidelines which elaborates on (amongst many, qualifications of interns, duration and timing, the learning plan, roles and responsibilities, and exiting of the internship programme).
Source of data	Progress reports, Enrolment contract
Method of calculation / assessment	Each intern is counted against the total target for the financial year under review.
Means of verification	Enrolment Contract/Host letter, and Progress Reports.
Assumptions	No Learner absconds or drops-out of the training and mentorship programme. Contractor ability to take in interns,
Disaggregation of beneficiaries [where applicable]	Youth, Women, and people with disability
Spatial transformation [where applicable]	Eastern corridor
Calculation Type	Cumulative (year-end)
Reporting cycle	Tri-annually
Desired performance	10 interns participating in the OR Tambo SEZ operations and construction mentorship programme
Indicator Responsibility	Senior Programme Manager: Infrastructure Development /Property Manager/Chief Investment Facilitator/Chief Financial Officer

Indicator title	Number of MSMEs who benefitted from the OR TAMBO SEZ programmes
Definition	- This output indicator measures the number of MSMEs who benefitted through the infrastructure development and Operations of the OR Tambo SEZ. The following benefits are provided to MSMEs under this target: 1. Business development support (non-financial), 2. Facilitating collaboration between MSMEs and funding institutions, 3. Access to market (financial) - In addition to these MSMEs, the GIDZ will, through the implementation of its Enterprise Development strategy, forge partnerships with other MSMEs development entities who provide opportunities including training, business advisory and marketing (expo and exhibition), etc., to identified MSMEs in various industries as targeted by the GIDZ. - Therefore, the empowerment of MSMEs through the implementation of the Enterprise Development Strategy is the basis for the achievement of this indicator.
Source of data	Reports on MSMEs with access to empowerment opportunities created in the various areas of SEZ Operations and Infrastructure Development.
Method of calculation / assessment	Simple count of the number of MSMEs benefitting from the ORTIA SEZ
Means of verification	MSME database and invoices/ proof of payment/ MSME expenditure report/ attendance register/business diagnostic report

Indicator title	Number of MSMEs who benefitted from the OR TAMBO SEZ programmes
Assumptions	Availability of Enterprise Development opportunities and adequate resources (financial and human) in the SEZ Operations and Infrastructure Development.
Disaggregation of beneficiaries [where applicable]	Youth and women
Spatial transformation [where applicable]	Eastern corridor
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	60 MSMEs who benefit from OR Tambo SEZ.
Indicator Responsibility	Senior Enterprise Development Manager/Senior Programme Manager: Infrastructure Development (GIDZ)/ Property Manager

Indicator title	Rand value of investment committed to the OR Tambo SEZ
Definition	This output indicator measures Domestic and Foreign Investment committed for location at OR Tambo SEZ.
Source of data	Preliminary letters of intent, completed investor forms and signed Heads of Agreement
Method of calculation / assessment	Total rand value of investment committed annually
Means of verification	Investment commitment Letters from investors and / or signed agreements
Assumptions	Investor promises of investment value – this is not always realized and GIDZ does not have control over actual investment
Disaggregation of beneficiaries [where applicable]	Youth, Women, and People with Disability
Spatial transformation [where applicable]	Eastern corridor
Calculation Type	Non-Cumulative
Reporting cycle	Annual
Desired performance	R2bn of domestic and foreign Investment committed for OR Tambo SEZ
Indicator Responsibility	Chief Investment Facilitator (GIDZ)

Indicator title	% of preventive maintenance implemented
Definition	This output indicator measures the number preventative maintenance implemented at OR Tambo SEZ.
Source of data	Excel sheet calculation with percentage determination
Method of calculation / assessment	Total preventative maintenance implemented /total planned preventative maintenance x 100
Means of verification	Quarterly and Annual maintenance schedule and work-orders or work instructions (GIDZ orders or Broll Work instructions)
Assumptions	- Sufficient budget for maintenance - Availability of service providers to implement maintenance.
Disaggregation of beneficiaries [where applicable]	Not applicable
Spatial transformation [where applicable]	Eastern corridor
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	80% preventative maintenance achieved
Indicator Responsibility	Executive: Strategic Operations and Property Manager

Indicator title	Own revenue generated from OR Tambo SEZ properties
Definition	Total value (Rands) of revenue generated from all GIDZ properties. The income accrued includes rental, service contribution charges (operating costs), parking, venue hire and utility recovery charges on all land and properties owned by GIDZ.
Source of data	Income projection report prepared by Property Administration and Finance supported by signed Lease agreements, recording all income generated on all GIDZ land and properties.
Method of calculation / assessment	Add total value of all income accrued from tenants, excluding VAT and metered charges and re-imbursements.
Means of verification	Property administration spreadsheets, lease agreements and general ledger.
Assumptions	• OR Tambo SEZ Precinct 1 investment portfolio retained (90% occupancy rate maintained at OR Tambo Precinct 1 throughout the FY). • All revenue generated is invoiced accurately and timeously.
Disaggregation of beneficiaries [where applicable]	Not applicable
Spatial transformation [where applicable]	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R 72million
Indicator Responsibility	GIDZ: Chief Financial Officer

Indicator title	% Average occupancy rate per annum for Precinct 1
Definition	This output indicator measures the occupancy rate at OR Tambo SEZ Precinct 1
Source of data	Signed Lease Agreements
Method of calculation / assessment	Total occupied area/total lettable area X100
Means of verification	Signed Lease Agreements
Assumptions	Operationalisation of the leases concluded for OR Tambo SEZ Precinct 1
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Eastern corridor
Calculation Type	Non- cumulative
Reporting cycle	Annual
Desired performance	90% average occupancy at ORTIA Precinct 1
Indicator Responsibility	Chief Investment Facilitator (GIDZ)

Indicator title	Number of investors secured for Precinct 2
Definition	This output indicator measures the number of in-principle investors secured for OR Tambo SEZ Precinct 2
Source of data	Signed Agreements or Offer to Leases
Method of calculation assessment	Simple count of the number of investors secured.
Means of verification	Signed Agreements or offer to lease
Assumptions	Investor commitment for ORTIA Precinct 2 is secured
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Eastern corridor
Calculation Type	Non-Cumulative
Reporting cycle	Annual
Desired performance	2 investors secured for Precinct 2
Indicator Responsibility	Chief Investment Facilitator (GIDZ)

CONSTITUTION HILL (CONHILL)

Indicator Title	Number of ticketed Leisure Visitors to Constitution Hill
Definition	This indicator measures the total number of visitors who visit to access Constitution Hill's Exhibitions (permanent and temporary), Tours (Old Fort, Women's Jail, Number 4, Constitutional Court Public Art Gallery, Creative Hub Galleries & Studios), Archives Researchers, Constitutional Literacy Education Programmes, Public Programmes, and other attractions during a specified period. Leisure visitors are defined as individuals or groups visiting the site for recreational, educational, or cultural purposes, including those attending for business, conferences, or official functions
Source of data	System generated report / and signed registers
Method of Calculation/ Assessment	Simple count of number of people issued with tickets, through an electronic system
Means of verification	Quantitative System generated report / signed registers (hand-written entries)
Assumptions	Implementation of the Heritage; Education and Public Programmes Plan, Marketing Plan
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (where applicable)	Contribution to tourism priorities Increase visitation to Gauteng
Reporting Cycle	Quarterly
Calculation Type	Cumulative (year-to-date)
Desired Performance	Achieve a target of 91 000 of ticketed leisure visitors
Indicator Responsibility	HEPP Programme Manager

Indicator Title	Number of market access opportunities facilitated for creatives across the value chain
Definition	This indicator measures the total number of market access opportunities that have been created and facilitated for creatives within the value chain through various initiatives, programmes, and events organized by Constitution Hill.
Source of data	MSMEs data base and invoices/ proof of payment/ MSMEs expenditure report/ attendance register
Method of Calculation/ Assessment	Quantitative Simple count of opportunities created for creatives
Means of verification	Signed registers / (hand written entries)
Assumptions	Hosting of signature events on site in line with the Heritage; Education and Public Programmes Plan
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (where applicable)	NA
Reporting Cycle	Bi-Annual
Calculation Type	Cumulative (year-to-date)
Desired Performance	Facilitate at least 450 market access opportunities (e.g., exhibitions, fairs, showcases) for participants to promote their work and connect with potential clients or customers throughout the year
Indicator Responsibility	HEPP Programme Manager

Indicator Title	Number of creatives benefitted from creative uprising programme
Definition	This indicator measures the total number of individual creatives who have directly benefited from the Creative Uprising Programme at Constitution Hill within a specified period. The Creative Uprising is designed to develop, support, and elevate creative talent across various art forms
Source of data	Signed Registers /(hand-written entries)
Method of Calculation/ Assessment	Simple count – quantity of people attending programmes
Means of verification	Maintain detailed records of all participants who enrol in the Creative Uprising Programme, including demographic information and the specific components of the program they engage with.
Assumptions	Implementation of the Creative Uprising Programme
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (where applicable)	All regions of Gauteng Province
Reporting Cycle	Cumulative (year-to-date)
Calculation Type	Quarterly

Desired Performance	1200 participants improved skills or knowledge in their respective fields due to participation in workshops, training sessions, or mentorship opportunities offered by the programme.
Indicator Responsibility	HEPP Programme Manager

Indicator Title	Own revenue generated
Definition	This indicator measures the total rand value from admission fees, rentals, merchandise shop, parking, venue hire, paid events and tracks the 10% annual increase of the previous year Actual revenue generated on site
Source of data	Management accounts
Method of Calculation/ Assessment	All revenue streams added together to get the total rand value
Means of verification	System generated reports – management accounts
Assumptions	Implementation of sales and earned revenue continues
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (where applicable)	NA
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Revenue growth from these streams' admission fees, rental, parking, merch shop, venue hire, events
Indicator Responsibility	Sales and Earned Revenue Manager

Indicator Title	% of METT score attained for Constitution Hill
Definition	This indicator measures the percentage of the total possible score attained by Constitution Hill on the Management Effectiveness Tracking Tool (METT), undertaken by the National Department of Fisheries, Forestry and Environment. The METT is a standardized assessment tool used to evaluate the effectiveness of management practices in protected areas, focusing on various elements such as context, planning, inputs, processes, outputs, and outcomes.
Source of data	Report provided by the Department of Fisheries, Forestry and Environment
Method of Calculation/ Assessment	- Each question in the METT assessment has four possible responses, each corresponding to a specific score. The possible scores typically range from 0 to 3, depending on the level of effectiveness indicated by the response. - Calculate the total score achieved by summing the scores from all questions answered.
Means of verification	Management Effectiveness Tracking Tool (METT) assessment report from DFFE; indicating a score for ConHill

Assumptions	Integrated Management Plan implemented
Disaggregation of Beneficiaries (where applicable)	NA
Spatial Transformation (where applicable)	NA
Reporting Cycle	Annual
Calculation Type	Non-Cumulative
Desired Performance	50% implementation of the Integrated Management Plan 2025/26
Indicator Responsibility	Facilities Manager

Annexure A: Amendments to the Strategic Plan

Not applicable.

Annexure B: Conditional Grants

Not applicable.

Annexure C: Consolidated Indicators

Not applicable.

ANNEXURE A: Development District Model

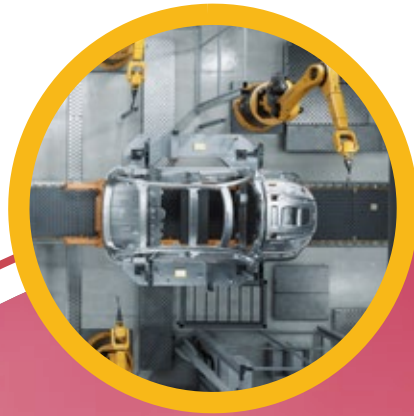
Areas of intervention	Project description	Budget allocation	District municipality	Location (GPS coordinate if applicable
External Water Reticulation (Gemspost)	West Rand SEZ	R10 600 000	West Rand District Municipality	27.673305 - 26.306919
External Sewer Reticulation (Gemspost)	West Rand SEZ	R17 200 000	West Rand District Municipality	27.673305 - 26.306919
External Roads and Stormwater upgrades (Gemspost)	West Rand SEZ	R32 300 000	West Rand District Municipality	27.673305 - 26.306919
External Water Reticulation (Witpoortjie)	West Rand SEZ	R10 000 000	West Rand District Municipality	27.806413 - 26.127586
External Sewer Reticulation (Witpoortjie)	West Rand SEZ	R15 200 000	West Rand District Municipality	27.806413 - 26.127586
External Roads and Stormwater upgrades (Witpoortjie)	West Rand SEZ	R29 400 000	West Rand District Municipality	27.806413 - 26.127586
Water reticulation	Lanseria Hi-Tech SEZ	Unfunded – based on the outcome of Feasibility and Bankability Studies	Johannesburg, City of Tshwane and Mogale City	<i>The proposed SEZ site spans four separate farm portions located on the farm Lindley 528 JQ, namely:</i> • Portion 6 • Remainder of Portion 11 (a portion of Portion 10) • Portion 122 (a portion of Portion 120) <i>Portion 168 (a portion of Portion 11).</i>
Sewer reticulation		Unfunded – based on the outcome of Feasibility and Bankability Studies	Johannesburg, City of Tshwane and Mogale City	<i>The proposed SEZ site spans four separate farm portions located on the farm Lindley 528 JQ, namely:</i> • Portion 6

Areas of intervention	Project description	Budget allocation	District municipality	Location (GPS coordinate if applicable
				• Remainder of Portion 11 (a portion of Portion 10) • Portion 122 (a portion of Portion 120) Portion 168 (a portion of Portion 11).
Electricity reticulation		Unfunded – based on the outcome of Feasibility and Bankability Studies	Johannesburg, City of Tshwane and Mogale City	The proposed SEZ site spans four separate farm portions located on the farm Lindley 528 JQ, namely: • Portion 6 • Remainder of Portion 11 (a portion of Portion 10) • Portion 122 (a portion of Portion 120) Portion 168 (a portion of Portion 11).
Roads and Stormwater		Unfunded – based on the outcome of Feasibility and Bankability Studies	Johannesburg, City of Tshwane and Mogale City	The proposed SEZ site spans four separate farm portions located on the farm Lindley 528 JQ, namely: • Portion 6 • Remainder of Portion 11 (a portion of Portion 10) • Portion 122 (a portion of Portion 120) Portion 168 (a portion of Portion 11).
Township Approval	Lanseria Hi-Tech SEZ	Unfunded – based on the outcome of Feasibility and Bankability Studies	Johannesburg, City of Tshwane and Mogale City	The proposed SEZ site spans four separate farm portions located on

Areas of intervention	Project description	Budget allocation	District municipality	Location (GPS coordinate if applicable
				the farm Lindley 528 JQ, namely: • Portion 6 • Remainder of Portion 11 (a portion of Portion 10) • Portion 122 (a portion of Portion 120) Portion 168 (a portion of Portion 11).
- Detailed Designs for bulk infrastructure and approvals. - Top Structures Designs and 3D model. - Town Planning & Environmental Approvals - Investor Pipeline (Deal making)		R30 million Unfunded – based on the outcome of Feasibility and Bankability Studies	Johannesburg, City of Tshwane and Mogale City	The proposed SEZ site spans four separate farm portions located on the farm Lindley 528 JQ, namely: • Portion 6 • Remainder of Portion 11 (a portion of Portion 10) • Portion 122 (a portion of Portion 120) Portion 168 (a portion of Portion 11).
Upgrading of bonaero drive	ORTIA SEZ – Precinct 1	COE to confirm	City of Ekurhuleni	26° 06' 54,3" S 28° 14' 58,5"E
ORTIA SEZ bulk water infrastructure	ORTIA SEZ Precinct 1	COE to confirm	City of Ekurhuleni	26° 06' 54,3" S 28° 14' 58,5"E
Township approvals	ORTIA SEZ Springs Precinct	R881,498.00	City of Ekurhuleni	26°06'28.4"S 28°15'25.8"E
Bulk infrastructure designs approvals	ORTIA SEZ Springs Precinct	R165m (estimate)	City of Ekurhuleni	26°06'28.4"S 28°15'25.8"E
Contributions finalization	ORTIA SEZ Springs Precinct	R14m(estimate)	City of Ekurhuleni	26°06'28.4"S 28°15'25.8"E

Areas of intervention	Project description	Budget allocation	District municipality	Location (GPS coordinate if applicable
building plan approvals, Site Development Plans (SDPs)	Atteridgeville 1 Industrial Park	R3 483 403.52	City of Tshwane	Saulsville, Atteridgeville
building plan approvals, Site Development Plans (SDPs)	Atteridgeville 2 Industrial Park	R2 885 001.06		Saulsville, Atteridgeville
building plan approvals, Site Development Plans (SDPs)	Umqantsa Industrial Park	R3 005 800.90	City of Ekurhuleni	Tembisa
building plan approvals, Site Development Plans (SDPs)	Emndeni Industrial Park	R4 005 496.92	City of Johannesburg	Emndeni, Soweto
building plan approvals, Site Development Plans (SDPs)	Rosslyn Industrial Park	R3 400 500.00	City of Tshwane	Rosslyn
building plan approvals, Site Development Plans (SDPs)	Fannie Malape Hive Centre	R3 815 805.64	City of Ekurhuleni	Tokoza
building plan approvals, Site Development Plans (SDPs)	Vaal SEZ bulk infrastructure	R6 716 580.40	Lesedi Local Municipality	Heidelberg X24
building plan approvals, Site Development Plans (SDPs)	Conhill Visitor Centre	R234 298 880.83	City of Johannesburg	Braamfontein
building plan approvals, Site Development Plans (SDPs)	Conhill We the people's Park	R9 343 149.13		
building plan approvals, Site Development Plans (SDPs)	Conhill Ramparts	R10 983 004. 66		

Approvals Required – EIA and Township Establishment for the sites above, Gemspost and Witpoortjie which are in Rand West Municipality and Mogale City Municipality is soon to be underway. We request the municipalities to evaluate all studies that will be submitted by the West Rand SEZ with speed to shorten the duration of the project.



✓ REGISTRATION NUMBER
2003/201743/07

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