



GAUTENG PROVINCE

ECONOMIC DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

Annual Performance Plan 2026-2027



Executive Authority Statement

The Gauteng Growth and Development Agency (GGDA) successfully concluded its Strategic Planning Session on 24 February 2026, reaffirming its commitment to driving Gauteng's economic transformation in alignment with provincial and national priorities. This mandate is rooted in the GGT2030 vision, the Township Economic Development Act, the Provincial Medium-Term Development Plan (MTDP), and now strengthened by commitments outlined in the 2026 State of the Province Address (SOPA).

This year's SOPA emphasised accelerated job creation, large-scale investment mobilisation, improved service delivery, and stronger infrastructure systems. Premier Lesufi highlighted that Gauteng secured **R27 billion in foreign direct investment** aimed at boosting sectors such as construction, finance, and community services. He also reiterated the province's intention to stimulate up to **250,000 job opportunities** through investment-led growth and industrial expansion. These priorities speak directly to the GGDA's core mission of enabling inclusive, sustainable economic development and supporting growth-oriented sectors across the Gauteng City Region.

In the 2026/27 planning cycle, the GGDA will therefore intensify efforts to scale investment facilitation, accelerate industrial development, and expand Gauteng's trade footprint especially within AfCFTA markets and other strategic global corridors. These efforts remain aligned with emerging G20 commitments centred on rebuilding global growth resilience, diversifying supply chains, and advancing innovation-driven industrialisation as a foundation for regional competitiveness.

Strategic infrastructure development continues to anchor spatial economic transformation. SOPA reaffirmed government's intensified focus on infrastructure recovery, including urgent interventions in water security such as the **R760 million commitment to Johannesburg's water infrastructure upgrades** and broader measures to address service-delivery backlogs. These interventions complement the Agency's work across the OR Tambo, Vaal, West Rand, and Lanseria SEZs, where progress in bulk infrastructure rollout, land-use planning, and catalytic development is unlocking new industrial platforms and deepening township economic revitalisation.

Micro Small and Medium Enterprises (MSMEs) remain a central pillar of both SOPA commitments and the GGDA's transformation agenda. The province's focus on township renewal, improved infrastructure, and targeted investment will support the Agency's programmes to integrate MSMEs into high-value production value chains and strengthen local industrial ecosystems.

The GGDA Group's subsidiaries continue to advance key provincial mandates in innovation, advanced manufacturing, automotive development, and the creative industries. The Innovation Hub will scale digital transformation and smart-industry initiatives to bolster Gauteng's position as a knowledge-based economy. The Automotive Industry Development Centre (AIDC) will deepen skills development, supplier upgrading, and investment support—critical to the province's job-creation goals. Constitution Hill will expand its role in heritage-led regeneration and the growth of the cultural economy,

strengthening civic infrastructure in line with Gauteng's broader social-transformation agenda.

In alignment with shareholder expectations and reinforced by SOPA directives, the Board has prioritised five areas of strategic focus:

1. **Revenue enhancement and diversification** to ensure long-term financial sustainability.
2. **Organisational redesign and efficiency improvements** to strengthen GGDA's delivery capability.
3. **Trade, investment, and export expansion**, supported by AfCFTA, BRICS, and targeted global markets.
4. **Digital transformation and innovation**, enhancing both operational efficiency and provincial competitiveness.
5. **Accelerated execution of catalytic projects**, including township hubs, SEZ infrastructure, and industrial platforms.

Together, these priorities support Gauteng's commitment to building a resilient, future-ready, globally competitive, and inclusive economy—one that translates investment into jobs, infrastructure into opportunity, and policy commitments into tangible improvements for residents across the province.

As we enter the 2026/27 financial year, the GGDA remains deeply committed to collaborative execution with all stakeholders. I extend sincere appreciation to the Board, management teams, our subsidiaries, and our partners for their continued dedication to advancing Gauteng's development agenda. Together, we will drive the bold and transformative programmes required to unlock shared prosperity for all who live and work in our province.

Craig Cornish

Chairperson: Gauteng Growth and Development Agency

Date:

Accounting Officer Statement

The Gauteng Growth and Development Agency (GGDA) remain steadfast in its mandate to drive the province's economic transformation and position the Gauteng City Region (GCR) as the continent's leading hub for inclusive growth, innovation, and industrial expansion. Guided by the policy foundations of GGT2030, the Medium-Term Development Plan (MTDP), the Township Economic Development Act, and the GCR Economic Development Plan, the Agency continues to provide strategic capability and catalytic interventions that stimulate investment, unlock industrial opportunities, and advance township economic revitalisation.

The 2026 State of the Province Address (SOPA) reaffirmed the centrality of industrialisation, infrastructure expansion, and investment mobilisation as the backbone of Gauteng's renewal agenda. Premier Panyaza Lesufi highlighted that Gauteng secured **R27 billion in foreign direct investment**, underscoring the province's strong investor confidence and the role that provincial entities including the GGDA play in pipeline development and facilitation. This aligns directly with the Agency's intensified drive to scale investment attraction, strengthen sector competitiveness, and enhance the enabling environment for domestic and international investors.

SOPA 2026 also confirmed the provincial government's commitment to accelerating mega-projects and improving infrastructure readiness, these infrastructure reforms directly complement the GGDA's work in the OR Tambo, Vaal, West Rand, and Lanseria SEZs, where investment-ready infrastructure is pivotal to expanding industrial output and job creation.

A major emphasis of the SOPA was the advancement of Special Economic Zones as engines of reindustrialisation with the **R10 billion Vaal SEZ** project highlighted as a flagship intervention to unlock manufacturing capacity and catalyse economic activity in the southern corridor. This aligns strongly with the GGDA's mandate to drive SEZ development, deepen export competitiveness, and expand participation for township-based and emerging enterprises in targeted value chains.

The Premier further underscored the province's success in job creation, affirming that Gauteng accounted for **approximately 70% of all new jobs created nationally** over the past year a performance driven in part by industrial-led growth, catalytic infrastructure development, and the expansion of high-growth sectors, all of which the GGDA continues to support through investment facilitation and enterprise development programmes.

As we enter the 2026/27 planning cycle, the GGDA sharpens its focus on financial sustainability, operational efficiency, and accelerated trade and investment promotion. This aligns with shareholder priorities emphasising revenue diversification, structural transformation, MSMEs advancement, and the renewal of key economic nodes across the province. The APP further integrates emerging G20-aligned priorities, including

strengthening growth resilience, diversifying supply chains, and accelerating the green and digital transitions areas equally emphasised in SOPA through commitments to mega-infrastructure upgrades, support for advanced manufacturing, and strategic corridor development.

Our subsidiaries AIDC, The Innovation Hub, Constitution Hill, and the Gauteng Industrial Development Zone remain foundational to delivering on these priorities. Their work in expanding sector competitiveness, fostering innovation, deepening enterprise development, and driving heritage-led regeneration forms an essential component of Gauteng's broader transformation ecosystem, and directly supports the province's SOPA-aligned agenda of inclusive, jobs-rich industrialisation.

Through collaborative execution, evidence-based performance management, and strong intergovernmental coordination, the GGDA is committed to enabling a province-wide shift toward investment-led, export-oriented growth. The 2026/27APP provides a transparent and measurable framework that reflects both our strategic mandate and our accountability to the people of Gauteng.

As we advance this collective mission, I extend my sincere appreciation to the Board, our employees, our subsidiaries, and all partners across government, industry, labour, and academia. Their sustained commitment to transformative economic development ensures that together, in alignment with the Premier's vision articulated in SOPA 2026, we continue to build a more inclusive, competitive, and sustainable Gauteng City Region.

Sthembiso Dlamini
Acting Group Chief Executive Officer
Date:

Official Sign-Off

It is hereby certified that the **2026–2027 Annual Performance Plan (APP)** of the **Gauteng Growth and Development Agency (GGDA)**.

- **Has been prepared under the guidance** of the Honourable MEC Lebogang Maile and the GGDA Board of Directors.
- **Reflects all applicable legislation, policies, and mandates**, including GGT2030, the MTDP, the Township Economic Development Act, and the GCR Economic Development Plan.
- **Accurately outlines the outcomes and outputs** the GGDA will pursue during the 2026–2027 financial year.

Mpho Baatjies

Signature: _____

Group Chief Financial Officer

Date

Leah Mabusela

Signature: _____

Acting CEO: Conhill

Date

Sipho Marala

Signature: _____

Group Executive: TIRE

Date:

Thandiwe Ngqobe

Signature: _____

CEO: GIDZ

Date

Luxolo Lengs

Signature: _____

Group Executive: EPMO

Date:

Sthembiso Dlamini

Signature: _____

Acting Group CEO: GGDA

Date

Mxolisi Matshamba

Signature: _____

Executive Manager: VAAL PMU

Date:

Craig Cornish

Signature: _____

Group Board Chairperson: GGDA

Date

Muzi Mathema

Signature: _____

Acting Head of Planning

Date

Motlatjo Moholwa

Signature: _____

Head of GDED

Date:

Andile Africa

Signature: _____

CEO: AIDC

Date

Approved by:

Mr. Lebogang Maile

Signature: _____

Executive Authority

Bangani Mpangalasane

Signature: _____

CEO: TIHMC

Date

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
EPMO	Enterprise Project Management Office
EIA	Environmental Impact Assessment
FATF	Financial Action Task Force
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
IMF	International Monetary Fund
LSC	Lanseria Smart City
LOI	Letter of Intent
MEC	Member of Executive Committee
METT	Management Effectiveness Tracking Tool
MTEF	Medium Term Expenditure Framework
MTDP	Medium Term Development Plan
MICE	Meetings, incentives, conferences, exhibitions, and events

Acronym / Abbreviation	Meaning
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 economic development focuses 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 links 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 frameworks
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	

National legislation	Provincial legislation	Good governance policy frameworks
Employment Equity Act, 1998 Basic Conditions of Employment Act, 1997 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) align 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	GGDA's Role
National Development Plan (NDP 2030)	National	Long-term vision for inclusive growth and employment.	Operationalises NDP priorities through industrial development, investment facilitation, SEZ development, job creation programmes and supporting innovation ecosystems.
Economic Reconstruction and Recovery Plan (ERRP)	National	Infrastructure-led recovery, re-industrialisation, localisation, and job creation.	Drives ERRP implementation at provincial level through industrialisation projects, infrastructure rollout in SEZs, enterprise support and re-building manufacturing value chains.
Industrial Policy Action Plan (IPAP)	National	Supports sectoral industrial development.	Facilitates sector growth (automotive, ICT, agro-processing, aviation), strengthens industrial clusters and provides platforms for investment in priority value chains.
National Industrial Policy Framework (NIPF)	National	Framework for long-term industrialisation.	Develops and manages SEZs, industrial nodes and targeted sector programmes aligned to national industrialisation pathways.
SEZ Act (2014)	National	Establishes legal foundation for SEZs.	Develops, manages, and promotes Gauteng's SEZs (e.g., ORTIA SEZ) to attract investment, boost exports, and support industrialisation.
B-BBEE Act	National	Drives transformation and inclusive participation.	Implements enterprise and supplier development programmes, supports township-based businesses, and

Policy Framework	Level	Purpose / Relevance	GGDA's Role
			ensures inclusive procurement across projects.
SPLUMA	National	Land-use and spatial planning for economic development.	Coordinates land release, zoning, and approvals for SEZs and industrial parks; supports spatial economic transformation.
Integrated Urban Development Framework (IUDF)	National	Spatial transformation and urban economic node development.	Develops economic zones and innovation precincts that support productive urban economies.
New Growth Path (NGP)	National	Jobs, green economy, competitiveness.	Promotes green industrialisation, supports enterprise development, and works with partners on labour-absorbing industrial sectors.
National Policy Development Framework	National	Standardises policy development processes.	Applies evidence-based planning, policy alignment, and performance monitoring in strategy and project development.
GGT2030 Strategy	Provincial	Provincial economic vision for inclusive growth.	GGDA serves as the primary economic implementing arm—driving investment, industrialisation, township economy, innovation and infrastructure programmes.
Gauteng Medium-Term Development Plan (GMTDP)	Provincial	Provincial priorities for the 7th Administration.	Aligns GGDA APPs and budgets; implements catalytic projects and economic development interventions.
Gauteng Industrial Policy Framework (GIPF)	Provincial	Provincial industrial development policy.	Drives industrialisation programmes, supports manufacturing clusters, and promotes high-growth sectors.
GCR Economic Development Plan (GCR-EDP 2030)	Provincial	Framework for regional economic development.	Operationalises investment facilitation, infrastructure rollout, innovation programmes, and township economy revitalisation.
Township Economic Development Act (TEDA)	Provincial	Strengthens township economies and local enterprise.	Supports township MSMEs through procurement, incubation, market access programmes and enterprise development.
AfCFTA	Continental	Expands trade across Africa.	Promotes export opportunities for Gauteng firms, facilitates African trade missions, and anchors Gauteng as a continental trade hub.
AU Agenda 2063	Continental	Continental vision for industrialisation and integration.	Aligns innovation, industrialisation and investment attraction to continental priorities and Africa-wide value chains.
SADC Vision 2050	Regional	Regional economic integration and value chains.	Attracts regional investors, supports export-oriented sectors, and

Policy Framework	Level	Purpose / Relevance	GGDA's Role
			strengthens Gauteng's role as a SADC economic gateway.
UN SDGs (2030 Agenda)	Global	Global priorities including innovation, decent work, sustainability.	Implements sustainable industrial development, green economy initiatives, enterprise support, and innovation ecosystems.
National LED Framework (2018–2028)	National / Local	Strengthens local economies and innovation-driven development.	Drives township revitalisation, supports MSMEs builds innovation precincts and strengthens local economic systems.
Innovation for LED (ILED)	National / Local	Supports innovation-led economies.	Through The Innovation Hub, promotes R&D, entrepreneurship, tech-based enterprise development and innovation clusters.
IGR Act	National	Governance and coordination across spheres of government.	Coordinates economic development with municipalities, provincial departments, and national entities for seamless project execution.
Public Finance Management Act (PFMA)	National	Governs financial management of public entities.	Ensures compliance, transparency, risk management, good governance and effective use of public resources.

4. Relevant court rulings

There are no relevant court rulings.

PART B: OUR STRATEGIC FOCUS

5. Situation Analysis

5.1. External Environment Analysis

GDP Performance

Global Economic Performance

The global economy enters 2026 in a state of cautious stability. According to the IMF's January 2026 World Economic Outlook, global growth is projected at 3.3% in both 2025 and 2026, easing slightly to 3.2% in 2027. This represents an improvement relative to earlier expectations, yet it remains below historical averages and signals a structurally slower global expansion phase.

Growth is being sustained by continued investment in artificial intelligence and digital infrastructure, alongside resilience in major emerging markets such as India and China. Inflationary pressures have moderated, supporting more stable financial conditions. However, the outlook is far from risk-free. Trade fragmentation, escalating tariff disputes—particularly involving the United States—and geopolitical tensions continue to weigh on global confidence and trade flows. The Russia–Ukraine conflict, alongside protectionist policy shifts, reinforces uncertainty. Notably, the world economy is not in crisis, but neither is it in acceleration. It is navigating a low-growth, higher-risk environment where policy credibility and structural competitiveness increasingly determine outcomes. For export-oriented regions such as Gauteng, this implies that external demand will remain supportive but subdued, placing greater emphasis on domestic reform and competitiveness.

Domestic Economic Performance

South Africa's economy showed measurable resilience in the third quarter of 2025. National GDP expanded by 0.5% quarter-on-quarter, moderating from 0.9% in the previous quarter but remaining firmly in positive territory. On a year-on-year basis, growth accelerated to 2.1%, the strongest performance since Q3 2022. Growth was broadly distributed across sectors. Mining and agriculture were particularly strong contributors, benefiting from improved commodity output and favourable seasonal conditions. Trade and financial services also supported expansion, reflecting stabilising inflation and improved consumer conditions. One of the most encouraging developments was the rebound in gross fixed capital formation, which grew by 1.6% after several quarters of contraction. Investment in machinery, transport equipment and non-residential buildings suggests early signs of renewed business confidence. This is an important structural shift, as South Africa's growth recovery will ultimately depend more on investment-led expansion than consumption alone.

Nonetheless, constraints persist. The electricity, gas and water sector contracted, highlighting ongoing infrastructure bottlenecks despite improved load-shedding stability. The secondary sector remains vulnerable to structural capacity constraints, reinforcing the need for sustained reform in energy and logistics.

Provincial Economic Performance

Gauteng's economy expanded by 0.5% in Q3 2025, closely mirroring national growth. The province continues to account for approximately 33.7% of national GDP, confirming its central role as the country's economic core. Growth in Gauteng was led by finance, transport and wholesale trade. Manufacturing and mining remained relatively flat, reflecting both domestic structural challenges and softer external demand. The narrowing gap between provincial and national growth suggests that while national conditions have improved, Gauteng's earlier outperformance has moderated.

Importantly, the province's diversified economic base continues to provide resilience. Its dominance in financial services, logistics, trade and business services positions it well to benefit from both domestic stabilisation and digital expansion trends.

Labour Market Overview

South Africa's labour market showed **measured but meaningful improvement in Q3 2025**, signaling a gradual transition from post-crisis stabilisation to early recovery. National employment increased by approximately **248,000 jobs quarter-on-quarter**, bringing total employment to **17.06 million**. The official unemployment rate declined from **33.2% in Q2 2025 to 31.9% in Q3**, reflecting improved labour absorption, particularly in infrastructure-linked and services sectors.

Gauteng continued to outperform the national trend and reinforced its position as the **primary employment engine of the South African economy**. The province reached an **all-time high of 5.24 million employed people**, having created nearly **200,000 jobs over the past 12 months**, accounting for approximately **70% of national employment gains**. Employment growth was strongest in construction, finance and community & social services, reflecting a combination of infrastructure activity, formal services expansion and public-sector stabilisation. While manufacturing and utilities remained under pressure, Gauteng's unemployment rate improved by **1.3 percentage points year-on-year to 33.1%**, despite continued labour-force inflows and migration pressures.

Looking at the corridors, **Gauteng non-metropolitan** recorded the **largest job increase**, adding **51,800 jobs** in Q3 2025 and **95,300 over the year**, marking the **highest proportional gain** in the province. Growth was driven by **construction, logistics corridors, and energy infrastructure projects**, reflecting early signs of **spatial diffusion of**

employment into peri-urban and secondary towns. **Ekurhuleni** added **34,900 jobs**, benefiting from industrial recovery, freight movement, and construction-linked activity. This underscores Ekurhuleni's role as the **backbone of Gauteng's manufacturing and logistics base**. In **Tshwane**, there was **marginal growth (+300 jobs)**, signalling **stability but plateauing momentum** following earlier post-pandemic recovery.

Lastly, **Johannesburg** experienced a **short-term contraction (–36,300 jobs)** in financial and trade sectors, reflecting corporate cost rationalisation. However, Johannesburg remains **the province's largest and most diversified employment hub**, underpinned by strong services and financial ecosystems. Overall, the Q3 labour data suggests that employment growth is becoming more **broad-based but uneven**, with recovery increasingly tied to infrastructure delivery, services demand and regional competitiveness rather than cyclical rebounds alone.

Trade Performance

Trade conditions in Q3 2025 remained **challenging**, shaped by weaker global growth, heightened geopolitical tensions, commodity price volatility and persistent logistics constraints. In the first half of 2025, South Africa's exports declined by **1.4% year-on-year**, while imports fell marginally by **0.3%**, resulting in a narrowing of the trade surplus from **R89.7 billion to R78.3 billion**.

Gauteng experienced a **sharper trade slowdown than the national average**, reflecting its exposure to both global markets and domestic logistics bottlenecks. Provincial exports contracted by **4.9%**, driven by declines in iron and steel, vehicles and components, precious metals and ores. Imports also fell by **4.3%**, indicating softer industrial and consumer demand. Despite this contraction, Gauteng continued to account for **60–62% of South Africa's total trade flows**, underscoring its central role in the national trade ecosystem. The table below summarises.

Table 1: Synopsis of South Africa and Gauteng Trade Environment

Category	South Africa (H1 2025 vs H1 2024)	Gauteng (H1 2025 vs H1 2024)	Gauteng Share of National Trade	Key Drivers / Global Influences
Total Exports	R1.003.7T to R989.7B (–1.4%)	R616.9B to R586.9B (–4.9%)	59–62%	Lower iron ore, PGM prices; weaker demand; shipping disruptions.
Total Imports	R913.9B to R911.3B (–0.3%)	R581.8B to R556.8B (–4.3%)	60–64%	Slower domestic demand; high interest rates; strong dollar; machinery & fuel imports stable.
Trade Balance	R89.7B to R78.3B (–12.7%)	R35.2B to R30.1B (–14.3%)	33–46% of national surplus	Commodity price declines; auto exports soft; import substitution limited.
Total Trade	R1.917.6T to R1.901T (–0.9%)	R1.198.7T to R1.143.8T (–4.6%)	60–62%	Logistics constraints; softer global demand; lower mineral export values.
Top Declining Exports	Minerals, metals, vehicles	Iron & steel (–40.7%); Vehicles (–10.5%); Precious metals (–7.4%); Ores (–4.6%)	Gauteng drives >70% of national declines in these categories	Iron ore prices fell; PGMs weak; EV shift hurting catalytic converter metals; EU auto market slowdown.
Exports Showing Growth	Machinery, plastics	Machinery (+4.7%); Plastics (+8.9%)	Large share of SA machinery exports	Global infrastructure investment demand; Africa regional demand growth.
Import-Heavy Categories	Machinery, fuel, electronics	Machinery, electrical equipment, pharma, automotive parts	63–75% of SA import demand	Industrial demand; weak domestic manufacturing capacity; global electronics supply shocks easing.
Surplus Sectors	Minerals, autos, precious metals	Ores (78% of SA), vehicles (70%), precious metals (55%)	Gauteng drives national surplus	Commodity exports; beneficiation; OEM production for EU/UK markets.
Deficit Sectors	Pharma, electronics, apparel	Pharmaceuticals (>75% of SA deficit), electronics (67–75%), apparel (~72%)	Gauteng responsible for bulk of SA import deficits	Weak domestic production; high global input prices; consumer concentration in Gauteng.

Category	South Africa (H1 2025 vs H1 2024)	Gauteng (H1 2025 vs H1 2024)	Gauteng Share of National Trade	Key Drivers / Global Influences
Global Trade Environment Impact	Moderate slowdown in exports; narrow surplus	Sharper slowdown; bigger contraction than SA	Slight decline in provincial share	Iron ore & PGM price drops; EU tariffs; supply-chain shifts; Red Sea costs

The Q3 trade picture reinforces the need for **export diversification, logistics reform and deeper industrial competitiveness**, particularly in manufacturing-led value chains where Gauteng retains a structural advantage but remains vulnerable to external shocks.

Foreign Direct Investment

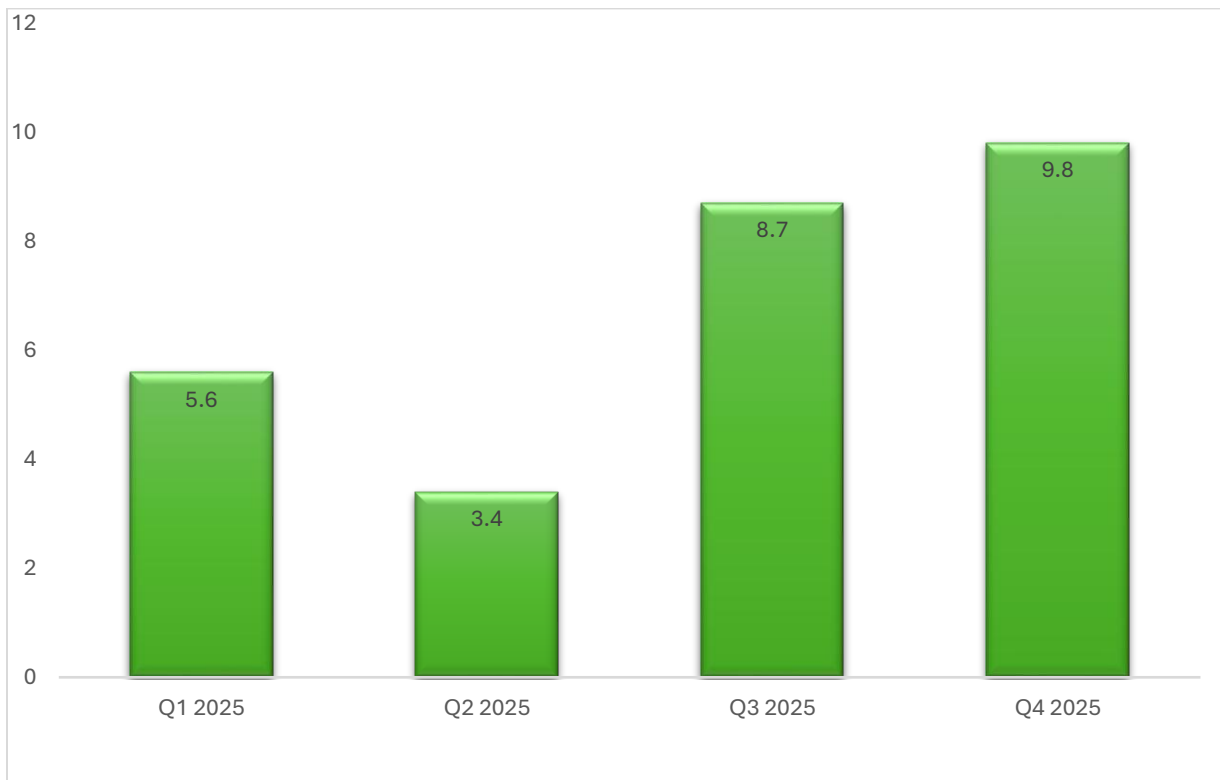
Foreign Direct Investment in Q4 2025 remained significant but moderated relative to Q3 levels. South Africa attracted approximately R25.2 billion in FDI during the quarter. Gauteng accounted for roughly 40–45% of this capital concentration, securing around R9.8 billion in investment and supporting just over 2,000 jobs. Investment was heavily concentrated on metals and mining-related projects, which were capital-intensive but generated limited direct employment. By contrast, business services and communications projects were more employment-intensive relative to capital deployed.

Gauteng FDI inflows in Q4 of 2025

The composition of FDI confirms Gauteng's dual identity: a capital coordination hub for mining and heavy industry, and a services and digital platform for higher-value corporate functions. The province continues to attract diversified source countries, reflecting international confidence despite global volatility.

In Q4 2025, seven companies announced investments projects in Gauteng that totaled R9.8 billion in capex and created 2004 jobs. This was significantly higher than what the province received in Q3 2025 in terms of capital invested and jobs created.

Figure 1: Gauteng FDI Inflows between 2025Q1 to 2025Q4 (R billion)



FDI Markets (2025) GGDA BI

During the quarter, Cyprus sent 1 project worth R8.40 billion that created 816 jobs in the province. Other sources of FDI were, United Kingdom, UAE, Denmark and France as shown in table 4.

Table 2: Summary of Companies Investing in Gauteng 2025Q4

Source	Jobs	Capex (billion rand)
Cyprus	816	8.39
UK	6	0.59
UAE	25	0.24
Denmark	42	0.21
France	995	0.16

FDI Markets (2026); GGDA BI

For the year, source countries were diverse, led by the United States, the United Kingdom, Switzerland, France, Australia, Cyprus, and the United Arab Emirates, underscoring broad-based international confidence in Gauteng's role as South Africa's primary

industrial, services, and investment hub despite a challenging global investment climate. Collectively, these trends point to a strong finish to 2025, with Q4 investment consolidating gains made earlier in the year and highlighting Gauteng's resilience and attractiveness amid a challenging global investment environment.

Recent Reforms Supporting Growth

Q3 2025 marked a **clear inflexion point in South Africa's macro-policy credibility**, underpinned by fiscal consolidation, structural reform momentum and improved market confidence. The 2025 Medium Term Budget Policy Statement reaffirmed a credible fiscal path, with a projected **primary surplus of R68.5 billion in 2025/26**, narrowing deficits and stabilising debt near **78% of GDP**

This reform momentum was reinforced by South Africa's **first sovereign credit rating upgrade in nearly two decades**, with S&P Global Ratings upgrading both foreign- and local-currency ratings and assigning a positive outlook. The upgrade reflects improved fiscal discipline, reduced SOE risk, progress on energy and logistics reforms, and South Africa's exit from the FATF grey list.

In parallel, the successful launch of South Africa's first **Infrastructure & Development Finance Bond** in Q3 2025, which was **2.2 times oversubscribed**, signals renewed investor appetite for long-term, development-linked funding. The bond strengthens the infrastructure-led growth strategy and provides a scalable mechanism to crowd-in private and institutional capital, with relevance for Gauteng's infrastructure pipeline.

Together, these reforms are shifting South Africa from crisis management toward **credible stabilisation and investment-led recovery**.

Outlook for South Africa

The outlook for South Africa over the medium term is cautiously constructive but execution dependent. Growth is expected to gradually improve toward 1.5–1.8% by 2027–2028, supported by improved electricity supply, logistics reform, rising infrastructure investment and stabilising macro-financial conditions. Inflation anchoring and declining risk premium are expected to lower borrowing costs and improve the investment environment

However, downside risks remain material. Weak global demand, commodity-price volatility, logistics inefficiencies, municipal capacity constraints and high unemployment continue to cap potential growth. The divergence between S&P's positive outlook and Moody's more cautious stance underscores that policy credibility alone is not sufficient—growth acceleration now hinges on delivery, execution and private-sector mobilisation

For Gauteng, the outlook remains relatively stronger than the national average, anchored by its dominance in finance, trade, logistics and services. If infrastructure rollout, export competitiveness and industrial upgrading are accelerated, the province is well-positioned

to translate national stabilisation into jobs-rich, investment-led growth over the medium term.

Implications for GGDA Strategy

Table 3: Implications from Macro Economic Outlook

Strategic Dimension	Q3 2025 Economic Signal	Strategic Implication for Gauteng	GGDA Strategic Role	Required Strategic Response (GGDA-Led)
Macro Positioning	SA has shifted from macro deterioration to credible stabilisation	Gauteng must move from recovery to growth acceleration leadership	Strategic integrator and reform amplifier	Translate national reforms into province-level execution plans and flagship growth initiatives
Infrastructure-Led Growth	Infrastructure bond + BFI reform unlock long-duration capital	Infrastructure becomes the primary growth lever	Project pipeline architect & capital mobiliser	Prepare bankable infrastructure pipelines (energy, logistics, water, industrial services) aligned to BFI and PPP frameworks
Trade & Industrial Strategy	Gauteng exports contracted despite dominance in trade flows	Trade must shift from volume to resilience and value-add	Industrial strategist & export enabler	Drive beneficiation, export diversification and corridor-based industrial value chains (AfCFTA-aligned)
Labour Market Dynamics	Gauteng accounts for ~70% of national job gains, but growth uneven	Job creation risks being low productivity	Jobs-to-growth alignment catalyst	Anchor employment creation in infrastructure delivery, manufacturing, logistics, SEZs and township industrialisation
Investment Climate	S&P upgrade improves investor sentiment, window is narrow	Capital inflows are execution-sensitive	Facilitator, converter & aftercare lead	Shift focus from promotion to deal-closing, fast-tracking investment conversion and retention
Role of GGDA	National reforms require sub-national delivery capability	Delivery risk sits at provincial and local level	System orchestrator across public & private actors	Coordinate municipalities, SOEs, DFIs and investors around priority projects and sectors
Economic Narrative	Gauteng's growth convergence reduces automatic outperformance	Differentiation must be strategic, not statistical	Narrative shaper & positioning authority	Position Gauteng as Africa's infrastructure, industrial and trade coordination hub
Risk Environment	Global volatility, logistics bottlenecks and weak manufacturing persist	Growth recovery remains fragile	Risk-aware growth enabler	De-risk projects through sequencing, blended finance, governance strengthening and delivery assurance

Strategic Dimension	Q3 2025 Economic Signal	Strategic Implication for Gauteng	GGDA Strategic Role	Required Strategic Response (GGDA-Led)
Medium-Term Growth Path	GDP growth is improving but still below EM peers	Incremental growth insufficient for labour absorption	Catalytic growth designer	Prioritise scale interventions that lift potential growth above baseline
Strategic Bottom Line	Stabilisation phase ending	Strategy judged on delivery and impact	Execution accountability owner	Track success through capital mobilised, projects delivered, jobs created and exports diversified

5.2 Political, Economic, Social, Technological, Environmental, and Legal (PESTEL)

The **PESTEL** analysis serves as a strategic tool that GGDA uses to understand and monitor the macro-environmental factors affecting its operations and strategy. They aid analyzing the potential opportunities and risks in the external business environment. The below table summaries these factors:

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	H

PESTLE	DEVELOPMENTS	SIGNIFICANCE H / M / L
	• A widening trust deficit between government and citizens. • Conflicts • Pandemics	
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

This section provides an assessment of the Gauteng Growth and Development Agency's (GGDA) internal capacity to deliver on its mandate during the 2026/27 financial year. The analysis covers human resources, ICT readiness, financial resource capacity, and transformation indicators relating to women, youth, and persons with disabilities.

5.3.1. Human Resources Capacity

The GGDA maintains an approved establishment of 456 posts, with 361 positions filled, representing an 80% staffing rate. The organisation continues to experience capacity gaps in critical functions such as investment promotion, project management, ICT, and economic research, driven largely by national competition for scarce and technical skills. These shortages present delivery risks and will require targeted recruitment, retention measures, and talent pipeline development to strengthen organisational capability.

Performance Management: The GGDA implements a performance management system that ensures organisational accountability and alignment with strategic commitments. All employees are required to **develop and sign performance contracts and personal development plans** by the end of April each year. Performance expectations are cascaded from the **Strategic Plan, Annual Performance Plan, and Operational Plans**, ensuring alignment across all levels of the organisation. **Mid-year and final performance reviews** are conducted in accordance with policy, supported by performance management workshops aimed at strengthening compliance, improving performance culture, and reinforcing strategic alignment across the Group.

Training and development: Skills development remains central to the GGDA's goal of becoming a **high-performance organisation**. Training priorities are informed by a

robust needs analysis process, ensuring that interventions address identified competency gaps and support organisational objectives. Employees are required to compile **annual Personal Development Plans**, which guide the execution of targeted training programmes across the Group. These initiatives aim to enhance technical proficiency, strengthen managerial capability, and support continuous professional development in line with operational requirements.

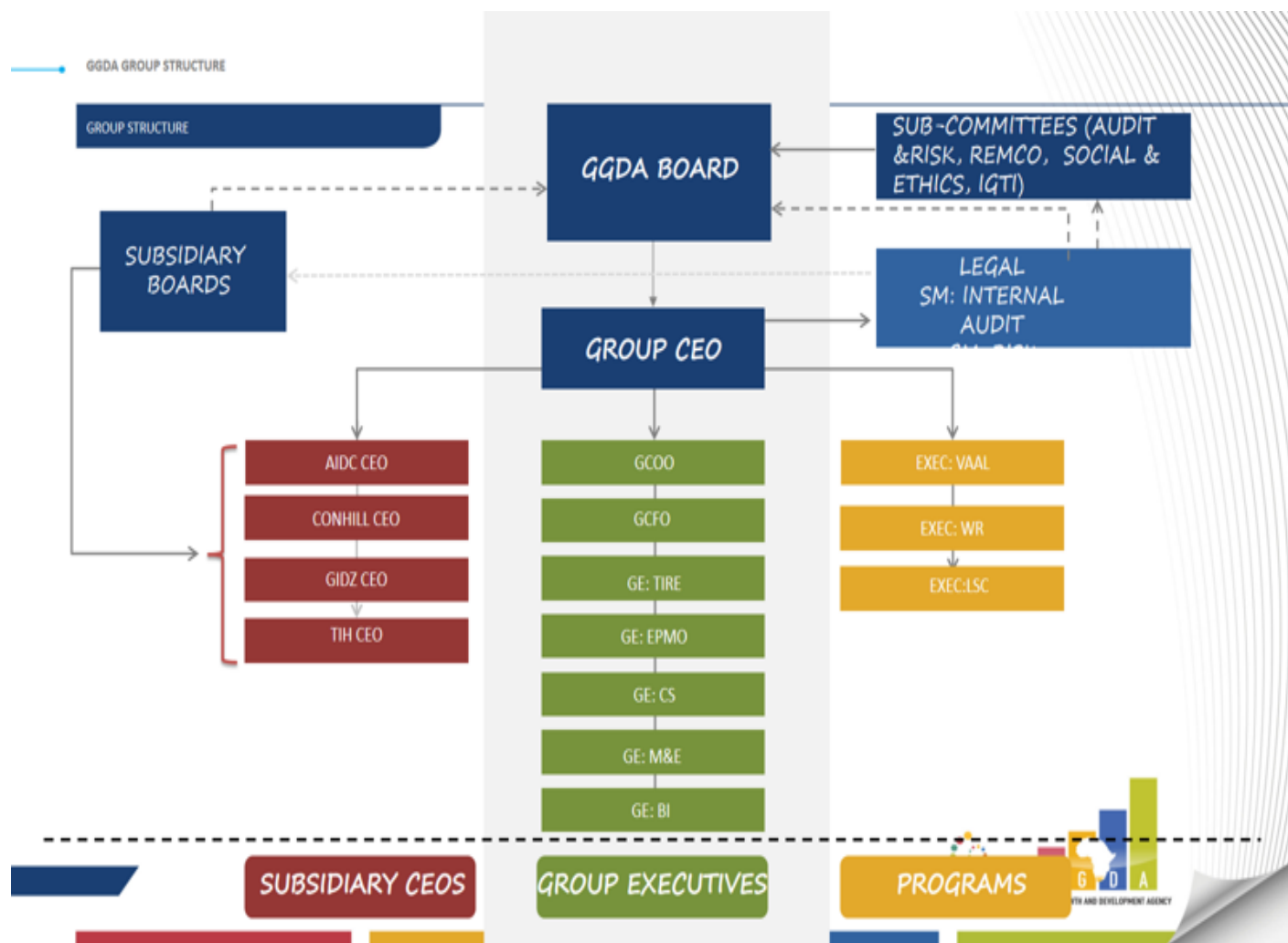
5.3.2. Employment Equity plan

The GGDA's Employment Equity (EE) Plan provides a strategic framework to eliminate unfair discrimination and build an inclusive, representative workforce. Quarterly workforce analyses are used to identify demographic gaps and inform targeted interventions.

The organisation shows steady progress in women's participation through technical and enterprise development programmes, although gaps persist at leadership levels. Disability representation remains low and will receive focused improvement. Subsidiaries contribute to transformation via BBBEE-aligned supplier and enterprise development, with opportunities to increase procurement from women-, youth-, and disability-owned businesses.

5.3.3 Organisational Structure

GGDA's organisational structure clearly defines roles, responsibilities, and reporting lines to ensure coordinated delivery and operational efficiency. While maintaining a formal hierarchy, the Agency is progressively shifting toward more flexible and modern structural arrangements indicated below:



5.3.4. Information and Communication Technology (ICT) Capacity

ICT Infrastructure

GGDA's ICT function supports multiple subsidiaries and continues to modernise its infrastructure to support investment facilitation and digital transformation, including planned AI-driven enhancements aligned with Gauteng's broader economic modernisation efforts.

ICT Challenges

Legacy systems and aging ICT infrastructures persist in several areas, requiring upgrades to improve infrastructure performance, enhance data integration and reporting.

Cybersecurity risks demand stronger protective systems, given the agency's growing digital footprint.

Limited ICT personnel capacity constrains implementation of large-scale ICT modernisation initiatives.

5.3.5. Financial Resource Capacity

Financial Position

The GGDA maintains a solid and resilient financial position, supported by disciplined financial management and a strengthening governance environment. With total assets exceeding R3.7 billion and net assets of R2.8 billion, the Group is well-placed to sustain priority economic development initiatives and leverage its balance sheet to support strategic partnerships and provincial growth objectives.

Revenue and Expenditure Trends

Revenue for the period amounted to R1.15 billion, largely from provincial transfers that fund the Group's core mandate. Expenditure totalled R1.01 billion, primarily driven by personnel and strategic infrastructure projects.

Financial Challenges

The current funding model is heavily reliant on provincial allocations. This dependence limits the agency's ability to rapidly scale catalytic programmes or respond aggressively to emerging investment opportunities without additional funding support or diversified revenue streams.

The long-term sustainability will require continued focus on:

- Enhancing internal controls and compliance processes across the group.
- Maximising current revenue streams and expanding new commercial and partnership-based income sources to reduce dependence on provincial funding.
- Using innovative ways to fund major projects, including SEZs and key infrastructure developments.

These measures will reinforce the GGDA's ability to drive impactful economic growth, investment attraction, and job creation throughout Gauteng.

Key Internal Challenges Impacting Delivery

1. Human Capital Constraints

- Skills shortages in specialised areas (investment facilitation, engineering, ICT).
- High vacancies in critical units.

2. ICT Modernisation Gaps

- Incomplete transition from legacy systems.
- Insufficient ICT staffing.

3. Financial Pressures

- Increasing operational expenditure.
- Limited diversified revenue streams.

4. Transformation Gaps

- Under-representation of women in senior roles.
- Low inclusion of people with disabilities.
- Need for enhanced youth-focused internal employment initiatives.

Overall, the GGDA possesses a solid financial base and moderate organisational capacity to deliver on its mandate in 2026/27. However, targeted interventions are required in HR capacity building, ICT modernisation, employment equity advancement, and strategic financial sustainability to fully support the province's economic development priorities.

5.3.6. GGDA 2026/27 APP – Stakeholder Matrix

The Gauteng Growth and Development Agency (GGDA) operate within a complex ecosystem of governmental, private, community, and knowledge-sector stakeholders. To ensure coherent delivery of the 2026/27 Annual Performance Plan (APP), the Agency applies a comprehensive Stakeholder Matrix that maps stakeholder interests, influence levels, and tailored engagement strategies. This matrix strengthens accountability, improves coordination, and supports evidence-based execution across the Group.

The stakeholder matrix provides a structured approach to identifying stakeholder groups, understanding their interests, and prioritising engagement methods based on their level of power and influence. This ensures:

- Strategic alignment with GGT2030 and the MTDP,
- Effective project delivery across SEZs, innovation ecosystems, infrastructure programmes, and township economic initiatives, and
- Proactive risk mitigation through targeted communication and collaboration.

1. Stakeholder Categories

Stakeholder Group	Specific Stakeholders	Interest in GGDA 2026/27 APP	Influence/Power	Engagement Strategy
Internal Stakeholders	Board of Directors	Governance oversight; delivery on mandate; compliance with PFMA	High	Quarterly performance briefings; strategic sessions
	GGDA EXCO	Drive organisational delivery and GGT2030 targets	High	Monthly executive performance reviews; dashboard reporting
	GGDA Subsidiaries	Implement programme-specific mandates;	Medium	Monthly coordination meetings; project management tools
	Organised Labour	fair practices and worker welfare	Medium	Ongoing consultation
	Employees	Working conditions Job security Remuneration Career opportunities Training and development	High	Internal communication platforms. GGDA Group Annual Townhall
Provincial Government Stakeholders	Gauteng Provincial Treasury	Oversees budget allocation, compliance and spending effectiveness	High	Monthly expenditure reporting; deviation and cash-up plans
	Department of Economic Development (BRG: Agencies Oversight); GDARD; Human settlement; GOCTA	Ensures policy /strategy alignment and implementation; APP performance; Sectoral policy alignment; regulatory approvals; statutory compliance oversight	High	Monthly & quarterly reports; compliance audits; site visits
	Office of the Premier	Alignment with GGT2030 catalytic projects	Medium–High	Executive updates; annual strategic alignment workshops
Local Government Stakeholders	Municipalities (CoJ, Ekurhuleni, Tshwane, West Rand, Sedibeng)	enable investment facilitation through: •land use approvals,	Medium	Joint planning committees; municipal MoUs; technical forums

Stakeholder Group	Specific Stakeholders	Interest in GGDA 2026/27 APP	Influence/Power	Engagement Strategy
		•infrastructure co-ordination, •permitting and regulatory processes.		
National Government Stakeholders	DTIC	SEZ policy; incentives; compliance with industrial programmes	High	SEZ reporting; investment project updates
	National Treasury	Fiscal compliance; infrastructure allocations	High	Formal reporting; audits; assurance processes
Private Sector Stakeholders	Investors & Anchor Tenants in SEZs	Access to serviced land; SEZ incentives; streamlined approvals	High (economic influence)	Investor roadshows; aftercare services; project facilitation
	Business chambers	Local economic development; SMME growth	Medium	Consultative forums; partnership MOUs
	Automotive, Logistics & Manufacturing Firms	Supplier development; industrial park access	Medium	Sector roundtables; investment facilitation sessions
Community & Social Stakeholders	Township Entrepreneurs	Access to hubs, funding, training	Low–Medium	Outreach programmes; township economy roadshows
	Local communities	Employment opportunities; environmental impacts	Low	Public participation processes; community liaison offices
Knowledge & Support Institutions	Universities, SETA's & TVET Colleges	Provide research and skills pipeline partnerships	Low–Medium	Joint research; MoUs; internship pipelines
	Development Agencies	Support benchmarking and inter-governmental economic collaboration;	Low	Inter-agency collaborations
Financing institutions	DBSA, ISA, GIFA	contribute to bankable projects and funding mobilisation	Low-Medium	Meetings, Sector roundtables; joint campaigns

2: Stakeholder Power–Interest Map

Quadrant	Stakeholders
Manage Closely (High Power / High Interest)	Board of Directors; GGDA EXCO; Gauteng Provincial Treasury; DED/BRG; GDARD; Human Settlement; COGTA/GOCTA; dtic; Investors & Anchor Tenants in SEZs
Keep Satisfied (High Power / Low Interest)	Office of the Premier; Municipal Councils; National Treasury
Keep Informed (Low–Medium Power / High Interest)	GGDA Subsidiaries (AIDC, TIH, ConHill, GIDZ); Organised Labour; Employees; Municipal administrations (CoJ, Ekurhuleni, Tshwane, West Rand, Sedibeng); Business Chambers; Automotive/Logistics/Manufacturing Firms; Township Entrepreneurs; Local Communities; Universities, Seta's & TVET Colleges; Development Agencies; DBSA; ISA, GIFA
Monitor (Low–Medium Power / Low Interest)	General Public; Benchmarking Agencies

The GGDA Stakeholder Matrix is more than a list, it is a strategic architecture for managing relationships that directly influence investment attraction, infrastructure rollout, innovation, and inclusive growth. By mapping stakeholders according to their interests and power, and applying tailored engagement strategies, the Agency strengthens its ability to deliver on the 2026/27 APP and contribute meaningfully to Gauteng's economic transformation.

5.3.7. Strengths, Weaknesses, Threats & Opportunities (SWOT) Analysis

The SWOT analysis below offers a high-level assessment of the Gauteng Growth and Development Agency's internal capabilities and the external environment shaping its 2026/27 mandate. It synthesises the organisation's performance, macroeconomic context, and mandate from GGT2030, the MTDP, and provincial economic priorities.

Internal Factors

Strengths	Weaknesses
Proven Delivery Capability • Demonstrated investment facilitation track record, enabling R117 billion in committed investments in the previous term—affirming market confidence and institutional credibility. • Expertise in large-scale infrastructure delivery, including SEZs, industrial parks, and catalytic precincts.	Capability and Capacity Gaps • Scarce skills in investment promotion, project management, ICT, and economic research, exacerbated by high vacancy levels in critical areas. • Limited use of advanced analytical tools, reducing the ability to conduct impact modelling and real-time performance tracking.
Strong Sectoral Positioning Deep capabilities in automotive, innovation, ICT, SEZ development, and township economy revitalisation—aligned to Gauteng's high-growth strategic sectors.	Systems and Technology Constraints Persistent legacy ICT systems limit digital transformation, data integration, and automation of investor support processes.
Robust Institutional Foundations • Strong governance culture, supported by consistent clean audit outcomes and a solid financial position exceeding R3.6 billion in assets and R2.54 billion net asset value. • Mature performance management systems that cascade APP and SP commitments throughout the organisation.	Financial Limitations Heavy dependence on government transfers and escalating operational costs restrict flexibility for rapid scaling or leveraging emerging economic opportunities.
Established Partnerships and Ecosystem Reach Effective collaboration with government, DFIs, academia, municipalities, and the private sector to unlock multi stakeholder projects.	Brand Visibility Challenges Relatively low global marketing footprint and insufficient visibility among international investors.

External Factors

Opportunities	Threats
Infrastructure-led Economic Renewal National emphasis on energy, water, transport, and industrial infrastructure unlocks opportunities for GGDA to serve as a project pipeline architect and capital mobiliser.	Economic & Fiscal Instability Persistently high unemployment, constrained economic growth, and fiscal pressures reduce domestic investment appetite.
Continental & Global Market Expansion AfCFTA and BRICS corridors create new growth avenues for exports, investor outreach, and Gauteng-firm expansion across Africa. Targeted export diversification can boost resilience amid global volatility.	Regulatory and Policy Uncertainty Slow regulatory approvals and inconsistent policy implementation deter investor confidence and delay project execution.
Township Industrialisation & Inclusion Rising policy focus on township industrial parks and localisation opens room for GGDA to drive inclusive industrialisation.	Infrastructure Deficits Deteriorating energy, water, transport, and digital infrastructure increases the cost of doing business and limits investment conversion.
Digital Transformation & Smart Economy Growth Expansion of digital services, AI-driven insights, and modernised CRM and BI tools improve investor service and unlock new revenue streams.	Geopolitical and Global Market Volatility Trade tensions, supply-chain disruptions, and geopolitical risks affect Gauteng's globally integrated economy.
Green & Sustainable Economy Increasing global and national demand for renewable energy, circular economy solutions, and green manufacturing positions Gauteng for competitive advantage.	Rising Social Risks High youth unemployment, skills mismatches, and potential for social unrest pose systemic risks to stability and investment flows.
	Competitive Pressure Other African hubs (Egypt, Morocco, Mauritius) are aggressively attracting FDI, increasing competition for capital.

PART C: MEASURING OUR PERFORMANCE

10. Institutional Programme Performance Information Programme

Summary of GGDA Performance Programme Summary (2026/27)

The consolidated 2026/27 Annual Performance Plan presents the GGDA Group's integrated priorities and key deliverables for the year ahead. It positions the Group to advance Gauteng's economic objectives through targeted investment attraction, industrialisation, export expansion, innovation, and job creation. The plan brings together the strategic commitments of TIRE, EPMO, the SEZ Programme, AIDC, TIH, GIDZ and Constitution Hill, providing a unified view of how the Group will deliver on provincial economic imperatives.

The Annual Performance Plan (APP) aligns with the Growing Gauteng Together 2030 (GGT2030) strategy, the Gauteng Medium Term Development Plan (MTDP), the Township Economic Development Act (TEDA), the AfCFTA regional integration priorities and Gauteng City Region Economic Development Plan (GCR EDP) 2025–2030. This alignment strengthens coherence across entities, enhances accountability, and ensures a co-ordinated approach to achieving measurable impact for the Gauteng City-Region.

Strategic Focus for 2026/27

GGDA's work is structured around five core programmes—TIRE, EPMO, SEZs, AIDC, TIH, and Constitution Hill—all aimed at driving:

- Inclusive economic growth
- Job creation and skills development
- Industrialisation and re-industrialisation
- Trade expansion and investment facilitation
- Township and regional economic inclusion
- Innovation, digital transformation, and knowledge-based economic competitiveness

Key Performance Commitments

1. Trade, Investment & Regulatory Enablement (TIRE)

In 2026/27, TIRE will anchor Gauteng's investment and export expansion agenda by targeting R30.8 billion in facilitated investment and increasing Gauteng's share of FDI into South Africa to 45%. A strengthened GIC conversion strategy aims to raise pledge

realisation from 30% to 40%, unlocking additional capital inflows. Export facilitation will reach R5.9 billion in trade deals, with 40 Gauteng-based firms supported in accessing new markets and four continental MOUs concluded. Structured investor pipeline management, sector-focused trade missions, and regulatory facilitation will underpin delivery.

TIRE's work will focus on capital mobilisation in advanced manufacturing, logistics, green industrialisation, and digital infrastructure. The programme positions Gauteng as Africa's leading sub-national investment platform, with measurable improvements in investment density, export intensity, and project bankability. Expand export markets through an enhanced AfCFTA roadmap targeting East, West, and North Africa.

2. Enterprise Project Management Office (EPMO)

EPMO will strengthen infrastructure execution discipline across the Group's portfolio. In 2026/27, at least two infrastructure projects will reach more than 50% construction completion.

3. Special Economic Zones (SEZs)

The SEZ programme will accelerate industrial activation across the Vaal, West Rand, and Lanseria nodes. In 2026/27, the Vaal SEZ targets R2.5 billion in secured investment commitments and completion of designation licensing and governance structures. West Rand SEZ will advance EIA approvals, township establishment processes, bulk infrastructure designs, and structured investor engagements.

Lanseria Hi-Tech SEZ will finalise feasibility studies, pre-designation requirements, and detailed bulk infrastructure planning. Across the three nodes, the focus is infrastructure readiness, land activation, and investor pipeline development. The programme aims to improve investment density per hectare, increase export-oriented manufacturing capacity, and enable large-scale job creation over the medium term. By shifting from planning to activation, the SEZ programme strengthens Gauteng's industrial competitiveness and builds geographically anchored economic hubs.

4. Automotive Industry Development Centre (AIDC)

AIDC will deepen automotive competitiveness through supplier upgrading, productivity improvement, and skills development. In 2026/27, 25 companies will receive productivity interventions, targeting an average 42% efficiency improvement. Rental income is projected at R193 million, with 76% of operational costs covered by own revenue. The Centre will support 65 township-based MSMEs and 525 individuals upskilled, while certifying 250 artisans through its Trade Test Centre.

Occupancy levels are targeted at 90%, with structured maintenance and tenant satisfaction programmes in place. Aftermarket township hubs will generate R4.5 million in MSME

revenue and establish three new businesses. AIDC's work enhances localisation, supplier graduation, and value-added manufacturing, positioning Gauteng's Reskill **525 workers** to support innovation and competitiveness.

5. The Innovation Hub (TIH)

TIH will drive commercialisation and digital economy growth through innovation funding and ecosystem development. In 2026/27, 10 startups will be funded, one patent registered, and 8 companies graduated from incubation programmes.

Exports facilitated through the innovation ecosystem are targeted at R30 million, with total ecosystem revenue reaching R50 million. Own revenue will increase to R24 million, supported by 10 data centre clients and R30 million secured for data centre expansion.

External funds leveraged for innovation programmes are targeted at R15 million. Additionally, 1000 beneficiaries will be trained in digital skills of the future. TIH's focus is on improving innovation-to-market conversion rates, strengthening technology adoption, and attracting anchor tenants to innovation precincts, thereby positioning Gauteng as a leading African innovation hub.

6. The Gauteng industrial development zone (GIDZ)

GIDZ will consolidate OR Tambo SEZ as a logistics and manufacturing gateway. In 2026/27, Precinct 2 bulk infrastructure completion will reach 95%, while R2 billion in private sector investment commitments are targeted. Occupancy in Precinct 1 will be maintained at 90%, and own revenue will increase to R79 million. Seventy MSMEs will benefit from SEZ programmes, strengthening supplier integration and localisation.

Preventative maintenance implementation will remain at 80% to preserve asset quality and operational reliability. GIDZ's strategy focuses on investor retention, industrial clustering, and export-linked manufacturing. The completion of bulk infrastructure significantly enhances the precinct's readiness to attract high-value tenants and strengthens Gauteng's position within regional and global supply chains.

7. Constitution Hill Human Rights Precinct

ConHill will strengthen its role as a heritage, tourism, and creative economy precinct. In 2026/27, participant engagement will increase to 127 400, with 1 250 creatives supported through economic programmes and 20 tour operators leveraging active trade

agreements. Own revenue will increase to R26.3 million, with R10 million generated from non-public sector projects and sponsorships.

The METT conservation score will improve to 65%, ensuring preservation of World Heritage status. Commercial occupancy is targeted at 100%, with incubation occupancy at 80%. Infrastructure optimisation, including full utilisation of the Visitor Centre, will enhance revenue sustainability. ConHill's programme integrates heritage preservation with economic activation, strengthening tourism multipliers, creative enterprise growth, and precinct-based urban regeneration.

Conclusion

The 2026/27 performance programme positions the GGDA as a central enabler of Gauteng's transformation agenda. Through targeted investment facilitation, catalytic infrastructure delivery, township economy revitalisation, innovation ecosystem strengthening, and civic education expansion, the Agency aims to deliver measurable socio-economic impact aligned with provincial priorities. The APP reflects a balanced approach—ambitious yet grounded in operational realities, with a strong emphasis on evidence-based planning, risk management and multi-stakeholder collaboration.

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 Key Intervention	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Strengthen destination and pre-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	R19.48 billion	R35.4 billion	R52.3 billion	R25 billion	R30.8 billion	R33.88 billion	R35 billion
			Percentage of Gauteng Investment Conference (GIC) pledges converted into investment projects	-	-	-	30%	40%	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	Number of GCR companies exposed to export expansion opportunities	-	-	-	New	40	45	50
			Rand Value of trade deals facilitated	R4.54 billion	R6.4 billion	R11.2 billion	4.3 billion	R5.9 billion	R6.3 billion	R7 billion

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Rand Value of investments facilitated	R30.8 billion	R4.4 billion	R11 billion	R16 billion	R30.8 billion
Percentage of Gauteng Investment Conference (GIC) pledges converted into investment projects	40%	-	-	-	40%
Number of GCR companies exposed to export expansion opportunities	40	6	22	28	40
Rand Value of trade deals facilitated	R5.9 billion	-	-	-	R5.9 billion

Explanation of planned TIRE Performance for 2026-2027

TIRE's planned performance for the 2026/27 financial year is anchored in the Gauteng Provincial Government's Growing Gauteng Together 2030 (GGT2030) strategy, the Gauteng Medium-Term Development Plan (MTDP), and the provincial trade and investment agenda, with a strong emphasis on deepening Gauteng's competitiveness as a preferred investment and export hub.

In pursuit of this mandate, TIRE will intensify efforts to **attract, facilitate, retain, and expand investment** across the Gauteng City Region (GCR), focusing on the province's high-growth sectors. The investment facilitation programme will include active lead generation, structured investment support services, and coordinated business retention and expansion (BRE) interventions. Corridor-based forums, industry clusters, and strategic partnerships with municipalities, business associations, SEZs, industrial parks, and private sector organisations will be leveraged to identify bottlenecks and strengthen the investment ecosystem. TIRE will continue to support and expedite investor regulatory processes such as land use approvals, permits, rezoning applications, and utilities connections to reduce turnaround times and lower the cost of doing business in Gauteng.

On trade, TIRE will prioritise the expansion of Gauteng exports through the **AfCFTA Roadmap** and targeted opportunities in Sub-Saharan Africa, West Africa, East Africa, North Africa, and traditional global markets in the EU, Asia, and the Americas. Export development initiatives will focus on assisting Gauteng-based companies particularly MSMEs to access new markets, comply with international regulatory requirements, and integrate into continental and global value chains. Key target sectors include agro-processing, automotive, cosmetics, manufacturing, ICT and digital services, tourism, creative industries, and green industries.

A central element of the trade programme in 2026/27 is the facilitation of **export expansion opportunities**, where Gauteng companies will be matched with **market opportunities** such as buyer requests, distributor leads, B2B engagements, inward and outward missions, or sector-specific procurement opportunities. These opportunities will be sourced through partnerships with export councils, embassies, industry bodies, DFIs, and provincial, national, and continental trade entities. Only opportunities that are specific, market-ready, and capable of supporting export expansion will be counted, in line with the refined indicator definition.

Furthermore, TIRE will continue to coordinate Gauteng's participation in national and international pavilions, trade exhibitions, and investment promotion platforms, ensuring that GCR companies are supported with **export readiness**, **market access**, and **trade finance linkages** through strategic partnerships with DFIs, commercial banks, and export credit bodies.

The facilitation of **GIC pledge conversions**, expansion of the investor pipeline, and enhancement of aftercare services will strengthen Gauteng's ability to translate investment commitments into operational projects, infrastructure development, job creation, and sector growth. TIRE's work will be guided by improved data systems, CRM tools, and the integration of digital tracking platforms to strengthen performance measurement, responsiveness, and reporting.

Overall, TIRE's interventions for 2026/27 are geared towards building an integrated, investor-friendly ecosystem that accelerates domestic and foreign investment; expands Gauteng's footprint in African and global markets; supports the competitiveness of Gauteng-based companies; and contributes directly to the province's economic transformation, industrialisation, and job creation agenda.

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	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2025/26	MTEF Period		
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
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	Number of Infrastructure Projects >50% construction completion (Constitution hill VC and Heidelberg bulk infrastructure)	-	-	-	-	2	2	-

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of Infrastructure Projects >50% construction completion (Constitution hill VC and Heidelberg bulk infrastructure)	2	-	-	-	2

Explanation of planned EPMO Performance for 2026-2027

The Enterprise Project Management Office (EPMO) enters the 2026/27 financial year with a sharpened mandate to accelerate catalytic infrastructure delivery, strengthen governance, and enhance cross-government coordination to unlock Gauteng's priority economic

nodes. As the central delivery engine of the GGDA's infrastructure portfolio, the EPMO will drive execution excellence across SEZs, industrial parks, and catalytic precincts that underpin GGT2030, the MTDP, and the Gauteng City Region's spatial re-industrialisation agenda.

Building on lessons from prior planning cycles, the 2026/27 programme places heightened emphasis on **delivery velocity, institutional integration, and risk-responsive implementation frameworks**, ensuring that projects move decisively from planning into construction and operational readiness. The priority focus areas for the year include the **Constitution Hill Visitor Centre** and the **Heidelberg Bulk Infrastructure works**.

Accelerated Delivery of Catalytic Infrastructure Projects:

Constitution Hill Visitor Centre

The EPMO will lead the Constitution Hill Visitor Centre project to achieve over 50% construction completion during the 2026/27 financial year, setting the stage for full completion the following year. This project is central to strengthening Gauteng's tourism infrastructure and expanding capacity for civic education, cultural programming, and heritage-linked economic activation. Its timely delivery will contribute directly to the Creative Industries Strategy and the precinct's expanded revenue model.

Heidelberg Bulk Infrastructure — Enabling SEZ Activation

The EPMO will oversee progress to achieve more than 50% construction completion of the bulk infrastructure at the Heidelberg Node, a critical precursor to operationalising the Vaal SEZ. This includes roads, stormwater systems, water and sewer networks, electrical reticulation, and land preparation required for investor onboarding. The infrastructure foundation established in 2026/27 will enable early tenants to begin site preparations and unlock downstream industrial cluster development.

Strengthening Cross-Government Coordination and Project Governance

Recognising the centrality of intergovernmental collaboration in infrastructure delivery, the EPMO will intensify coordination between:

- Municipal planning and permitting authorities
- GDED and provincial infrastructure units
- SEZ Programme Management Units

To reinforce delivery, the EPMO will implement:

- **A unified stage-gate governance framework**, standardising approvals, quality control, and decision-making timelines across the GGDA Group
- **Enhanced risk management and escalation protocols**, ensuring early identification of blockages and rapid resolution of regulatory or technical constraints
- **Updated Standard Operating Procedures**, aligned to national best practice in public-sector infrastructure delivery.

These improvements will significantly reduce delays associated with planning approvals, EIA processes, procurement, and contractor onboarding.

Enhanced Portfolio Visibility and Group-Wide Alignment

To strengthen strategic oversight, the EPMO will maintain integrated monitoring of priority pipeline projects across the GGDA Group. This includes:

- Centralised scheduling and performance dashboards
- Monthly technical alignment forums
- Consolidated reporting for the Board, DED/BRG, and Provincial Treasury

This portfolio approach ensures that dependencies (such as land-use approvals, funding flows, SEZ licensing, and utility connections) are managed holistically rather than in project silos.

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

Purpose:

The Special Economic Zone programme is a critical policy that is prioritised to drive Gauteng's industrialisation and global competitiveness. The goal is to reindustrialize for the 21st century by boosting manufacturing, increasing exports and employment, and adding momentum towards turning Gauteng City Region into a single, multi-tier and integrated Special Economic Zone.

Furthermore, SEZs are designed to promote industrial agglomeration in the Gauteng City Region, to build the necessary enabling industrial infrastructure to support SEZs in the region, to anchor new economic clusters guided by economic regional planning, and to foster economic inclusion.

SEZs are also earmarked as drivers to mobilise investment into the Gauteng City Region in the identified high-growth sectors.

Vaal SEZ

Outcomes, Outputs, Performance Indicators and Targets

MTDP Key Intervention	Outcome	Output	Output Indicator	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2025/26	MTEF Period		
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
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 billion	R3.5 billion	R2.5 billion	R2 billion	R2 billion

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Rand value of investment committed to the Vaal SEZ	R 2.5 billion	-	-	-	R2.5 billion

Explanation of planned SEZs Programmes Performance for 2026-2027

A. Vaal Special Economic Zone

The Vaal Special Economic Zone (SEZ) remains a central pillar in advancing the Gauteng Province's industrialisation agenda within the Southern Corridor, with a mandate to stimulate investment, expand productive capacity, and unlock sustainable economic opportunities. During the 2026/27 financial year, the programme will prioritise four interdependent capability areas that collectively shape the zone's development path: investment commitments, environmental impact assessment (EIA) and township establishment, designation and licensing processes, and bulk infrastructure installation for the Heidelberg x24 node.

Investment Commitments

The Vaal SEZ will focus on deepening investor attraction and securing bankable investment commitments aligned to the zone's multisector development strategy. For 2026/27, the SEZ has set a target of **R2.5 billion in new investment commitments**, building on a strong historical pipeline that has already yielded **more than R10 billion** in cumulative commitments, including **R3.5 billion secured in 2025/26**.

These commitments are expected to drive early-stage development of industrial clusters, catalyse job creation, and enhance investor confidence in the Southern Corridor. The Vaal SEZ will continue to leverage partnerships with the DTIC, municipalities, and private investors to accelerate investment approvals and convert leads into executable projects. A strengthened investor facilitation process will support this drive, with a focus on reducing regulatory bottlenecks, improving land readiness, and enhancing aftercare services to retain and expand investor participation.

Environmental Impact Assessment (EIA) and Township Establishment

Compliance with environmental and land-use regulations remains a critical enabler of SEZ implementation. In 2026/27, the Vaal SEZ will progress EIA and township establishment processes across priority land parcels, recognising these as essential prerequisites for land designation, infrastructure development, and investor occupancy. This work includes advancing regulatory processes for parcels within Heidelberg, Reitspruit and additional strategic sites, which are earmarked for future industrial development. These regulatory processes typically span **18–24 months**, as demonstrated through comparable SEZ land preparation work, and will therefore form a major focus area throughout the financial year. Efficient intergovernmental coordination with municipal planning authorities will be prioritised to fast-track assessments, ensure the timely approval of Site Development Plans (SDPs), and unlock downstream infrastructure installation.

Bulk Infrastructure Development: Heidelberg X24

In 2026/27, the Vaal SEZ will prioritise the licencing and rollout of bulk infrastructure within the strategic development nodes of **Heidelberg** as part of the multi-site development model envisaged for the Southern Corridor. Infrastructure delivery in this node is essential to enabling industrial activation, investor onboarding, and long-term economic clustering.

The Heidelberg node is a catalytic component of the Vaal SEZ's multi-site development model. In 2026/27, the agency will prioritise the installation and rollout of bulk civil and electrical infrastructure to enable industrial activation of the site. This aligns with the broader infrastructure delivery commitments of the GGDA group, particularly the target of achieving **50% completion of Heidelberg's bulk infrastructure** by the end of the financial year.

Bulk infrastructure works will focus on water and sewer reticulation, stormwater systems, roads, electricity supply, and land preparation activities essential to converting the Heidelberg node into an investor-ready industrial platform. The work is supported by an allocated budget linked to planning approvals and engineering design, including **R6.7 million** dedicated to building plan approvals and SDPs for the Heidelberg X24 area. This infrastructure programme is critical to unlocking the Vaal SEZ's potential, as it provides the foundational services required to onboard early investors, facilitate industrial clustering, and support sustainable long-term growth.

Designation license secured for the Vaal SEZ

The Vaal SEZ submitted its designation application to the Minister of dtic in the 25/26 FY, this was followed by an assessment of the application by the technical committee in August 2025 where a recommendation was made to the Minister, an outcome on this application is expected in the 26/27 FY. SEZ designation in South Africa requires an application to the Minister of the dtic for specific geographical areas to be approved, resulting in an operator license as guided by the SEZ Act of 2014.

A successful/positive outcome of this application will kick start the process of operationalisation of the Vaal SEZ where the SEZ will be legally registered, a Company Board will be appointed, and governance, organisational and institutional arrangements will be reviewed and approved by the Board and shareholder. The afore-mentioned activities will be closely monitored at the Operational Plan level.

Extension license submitted to the dtic for Vaal Aerotropolis

Another target closely linked to the Vaal SEZ Designation license is the submission of the Vaal Aerotropolis designation extension license to the dtic. The Vaal Aerotropolis will serve as the freight and logistic hub of the Vaal SEZ as a key development initiative set to transform the Vaal region. The intension is to incorporate the Vaal Aerotropolis into the Vaal SEZ in a separate PPP structure. Similarly, this target will be closely monitored through the operational plan.

B. West Rand Special Economic Zone

During the 2026/27 financial year, the West Rand Special Economic Zone (SEZ) programme will focus on advancing all critical enablers required to transition the SEZ from preparation to full implementation. The year's performance plan is anchored on regulatory compliance, spatial readiness, bulk infrastructure planning, and securing long-term land tenure to support investor onboarding and site development. The following key targets constitute the core delivery agenda for the period.

Investment commitments

The recently developed draft West Rand SEZ Investor Attraction Strategy sets out a clear, phased, and market-responsive approach to positioning the West Rand Special Economic Zone as a credible platform for industrial and manufacturing investment. By prioritising the Gemsport site as the Phase 1 development node (due to its technical readiness, regulatory certainty, infrastructure access, and economic impact potential), the strategy focuses on securing early anchor investments that will unlock market confidence, enable rapid land uptake, and establish a foundation for future expansion.

The investor attraction approach will be implemented through a two-pronged strategy. The first leg will focus on direct engagement with identified target companies that are deemed suitable for location within the West Rand SEZ, with the aim of showcasing the Zone's value proposition, infrastructure offering, and investment support mechanisms. The second leg will focus on broader promotion and awareness creation of the West Rand SEZ through selected marketing platforms, investment promotion channels, and strategic partnerships.

This investor attraction process will be implemented through a structured and proactive go-to-market approach, comprising

- Packaging of a clear and bankable SEZ investment proposition for the Gemsport site, including site layouts, infrastructure phasing, and sector-specific investment cases.

- Targeted investor profiling and pipeline development, focusing on domestic and international firms operating within the identified priority sectors.
- Direct investor engagements, including bilateral meetings, site visits, and investment facilitation support.
- Strategic collaboration with national departments, investment promotion agencies, industry associations, and development finance institutions.
- Participation in investment platforms, trade missions, and sector-focused conferences to broaden market reach.

The investment commitments into the West-Rand SEZ are planned to be structured as high-impact, partnership driven deals that unlock both capital and credibility.

By leveraging the SEZ's strategic location, competitive incentives, focus sectors and the projected socio-economic impact, the PMU plans to undertake 40 targeted investor engagements for the 2026-27 financial year.

Environmental Impact Assessment (EIA) and Township Establishment

Upon completion of the original Masterplan, it was recommended that EIA and Township Establishment be undertaken on the land parcels. The first point of departure in the attempt to get the land parcel ready for investors was to appoint a service provider to conduct an environmental impact assessment and township establishment processes for the proclamation of the townships. The estimated timeframes for the completion of all these processes are 18-months. A Professional Service Providers (PSP) was appointed in November 2024 to conduct EIA and Township Establishment at Gemspost (Phase 1) and Witpoortjie (Phase 2) land parcels. It is envisioned that this project will be concluded in Q3 of 2026-27.

Bulk designs for Gemspost (Phase 1) & Witpoortjie (Phase 2) Sites

In parallel to the EIA work above, the PMU plans to commence the bulk infrastructure design works for Gemspost from Q2 of 2026/27, once the Environmental Approval from Gauteng Department of Agriculture and Rural Development (GDARD) has been received and once budget has been allocated. The output of the bulk infrastructure design process will include approved detailed designs, a Bill of Quantities, and a Tender Document to support the procurement of a contractor. The design phase is expected to span approximately eight months (completion expected to be in Q4 of 26/27), after which a contractor will be appointed to implement the bulk infrastructure works.

Registered land

During the 2026/27 financial year, the PMU will submit the registration of property leases for Phases 1-3 of the development at the Deeds Office in line with legislative and regulatory requirements (i.e. 3 leases) – pending budget allocation. This indicator measures the effectiveness of the PMU's property and investment facilitation functions in ensuring that leases associated land parcels that have been availed for the SEZ programme are formally registered, legally compliant, and secured for long-term use – with priority being given to Gemspost lease (Phase 1)

The planned performance for 2026/27 focuses on improving the timeliness, accuracy and completion rate of lease registration submission by strengthening internal processes, enhancing coordination with the Deeds Office, and providing targeted support to investors, tenants and relevant government stakeholders. The registration of leases will contribute to improved tenure security, reduced legal and transactional risks, and increased investor confidence within the proposed West Rand SEZ.

Approved West Rand SEZ Brand

The objective of the activity is to establish a compelling, professional, and cohesive brand identity for the prospective West Rand SEZ, that enhances visibility, fosters investor confidence, aligns with national SEZ objectives, and positions the SEZ as a competitive and strategic investment destination in South Africa and globally.

An outcome of the activity is to have a fully developed and implemented corporate identity that reflects the West Rand SEZ's strategic vision, mission, and values. This will enhance the brand recognition across key stakeholder groups, including government, investors, communities, and partners. It will strengthen communication tools and platforms that consistently reflect the WRSEZ brand.

The strategic actions & deliverables are as follows:

- Develop the brand positioning statement
- Develop the core brand narrative
- Develop a draft visual direction (not full CI yet)
- Develop an investor pitch deck /one pager

This output will be undertaken through Group Marketing & Communications Unit.

Targeted Stakeholder & Community Engagements

The purpose of these engagements is to foster transparent, inclusive, and collaborative relationships with key stakeholders such as local communities, local government, traditional leadership, government departments, private sector investors and business chambers, labour and industry associations etc. The aim for this financial year is to host one (1) targeted community engagement event.

Through the achievement of the deliverables stated above, the PMU aims to move towards a designation application to support the implementation of priority economic development projects, promote optimal utilisation of state-owned properties, and contribute to sustainable economic growth, investment attraction and job creation in the western corridor of Gauteng. These engagements are also dependent on budget allocations.

C. Lanseria Hi-Tech Special Economic Zone

The 2026/27 financial year represents a pivotal phase in advancing the Lanseria Special Economic Zone (SEZ) toward full development readiness. The focus will be on completing key regulatory, environmental, spatial, and infrastructure planning processes necessary to unlock future construction and investor-related activities. The planned performance for the year centres on establishing the foundational conditions for a sustainable, investment-ready SEZ integrated within the broader Lanseria Smart City vision.

Finalisation and Submission of the SEZ Designation Licence Application

A key priority for 2026/27 is the finalisation and submission of the Lanseria SEZ designation licence application to the Department of Trade, Industry and Competition (the dtic). This includes consolidating feasibility studies, market assessments, governance and institutional frameworks, and long-term financial models. Submission of the application is critical for securing National Government approval and unlocking SEZ incentives to support investor attraction.

Completion of the Detailed Environmental Impact Assessment (EIA)

The programme will complete a detailed Environmental Impact Assessment, incorporating specialist studies, environmental sensitivity analysis, and comprehensive public participation. The primary outcome will be the issuance of an Environmental Authorisation, which is a precondition for bulk infrastructure installation. This work will ensure that development aligns with environmental sustainability principles and complies with applicable environmental legislation.

Finalisation of the Spatial Development Plan (SDP)

A major deliverable for the year is the completion of the Spatial Development Plan, which will articulate land-use zoning, precinct planning, mobility frameworks, ecological preservation zones, and infrastructure corridors. The SDP will align with the Lanseria Smart City master plan and provincial spatial strategies, ensuring that the SEZ contributes to a co-ordinated and future-focused urban development model. The plan will guide future land development sequencing and engineering design processes.

Town Planning Approvals and Land Preparation

To ensure the area is development-ready, the programme will advance town planning processes that include township establishment, rezoning applications, subdivision, consolidation, and associated statutory approvals. Concurrently, the SEZ will undertake critical land preparation activities, including geotechnical investigations, cadastral surveys, site clearing, and baseline environmental management. These preparatory actions are essential for facilitating future construction activities and providing certainty for potential investors.

Completion of Detailed Bulk Services Design and Construction Plan

The SEZ will develop detailed bulk services engineering designs for water, electricity, sanitation, stormwater, ICT infrastructure, and internal road networks. This work will culminate in a comprehensive bulk services construction plan, which will outline implementation phases, technical specifications, cost projections, and procurement timelines. This deliverable is central to ensuring that infrastructure rollout can begin in the subsequent financial years.

Securing Final Land Lease Agreements

A critical enabling milestone for 2026/27 will be the finalisation of long-term land lease agreements with relevant landowners. Securing these agreements will provide legal land tenure required for the formal establishment of the SEZ footprint and to support private-sector investment commitments. Finalisation of land arrangements will also permit formal commencement of site development activities.

Initiation of Site Preparation Works

Upon completion of key regulatory and planning steps, the SEZ will initiate site preparation activities, including access road preparation, initial earthworks, site fencing, and enabling works to support future bulk infrastructure construction. These activities mark the transition from planning to physical implementation and demonstrate tangible progress to stakeholders and potential investors.

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 Key Intervention	Outcomes	Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance 2025/26	Annual Targets		
				2021/22	2022/23	2023/24		MTEF Period		
								2026/27	2027/28	2028/29
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	35
			Average % of productivity improvement in companies participating in the efficiency improvement programme	46%	46.4%	55.81%	40%	42%	44%	46%
		Enterprise Development Interventions Implemented	Rand value of revenue generated by MSMEs operating within the AIDC Incubation Programmes	R73.3 Mil	R122 358 830	R111 362 345	R45 Mil	R18 Mil	R18 Mil	R18 Mil
			Rand value of revenue generated by MSMEs operating within the AIDC township automotive hubs	R2 159 166	R2 370 856	R3 539 009	R4 Mil	R4.5Mil	R5 Mil	R6 Mil
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 candidate artisans declared competent at the AIDC Trade Test Centre	225	238	255	240	250	260	280
			Number of township-based MSMEs upskilled in the automotive sector	74	62	69	60	65	70	80
			Number of employed individuals upskilled/reskilled to improve industry innovation and competitiveness	1 275	1 419	1 328	500	525	550	600
Revenue enhancement	Improved financial sustainability	Alternative revenue streams optimised	Revenue generated from projects	-	-	-	R32 Mil	R20 Mil	R20 Mil	R20 Mil
			Revenue generated from property rentals and service charges	-	-	-	R180 Mil	R193 Mil	R196 Mil	R196 Mil

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of companies supported with interventions to improve productivity and competitiveness	25	5	10	15	25
Average % of productivity improvement in companies participating in the efficiency improvement programme	42%	-	-	-	42%
Number of candidate artisans declared competent at the AIDC Trade Test Centre	250	60	120	180	250
Number of township-based MSMEs upskilled in the automotive sector	65	15	30	45	65
Number of employed individuals upskilled/reskilled to improve industry innovation and competitiveness	525	130	260	390	525
Revenue generated by MSMEs operating within the AIDC Incubation Programmes	R18 Mil	R4,5 Mil	R9 Mil	R13,5 Mil	R18 Mil
Revenue generated by MSMEs operating within the AIDC Township Automotive Hubs	R4.5 Mil	R1.1 Mil	R2.2 Mil	R3.5 Mil	R4.5 Mil
Revenue generated from projects	R20 Mil	-	-	-	R20 Mil
Revenue generated from property rentals and service charges	R193 Mil	-	-	-	R193 Mil

Explanation of planned AIDC Performance for 2026 – 2027

To achieve the objective of Sector Development and Micro, Small, and Medium Enterprises (MSMEs) support, the AIDC will implement a comprehensive support program that includes financial assistance, mentorship, and access to markets. By partnering with financial institutions, the company will link qualifying MSMEs to domestic funding institutions to access financial assistance, enabling them to grow and contribute to the township economies. Additionally, AIDC will establish mentorship networks where experienced industry professionals can guide and support emerging entrepreneurs. To further enhance market access, the company will organise 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 optimising 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 personalised services and loyalty programmes, 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 programmes. These programmes 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. By fostering a culture of innovation and collaboration, the company aims to empower industry workforce to drive sustainable growth and contribute to broader economic development. The following core programmes will continue to support transformation efforts within the automotive value chain and its allied sectors such as aerospace, defence 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*** will serve as a specialised platform for developing the advanced technical and production capabilities required in the modern automotive sector. Through world-class training programmes, state-of-the-art equipment, and high-fidelity simulators, the MCoE will strengthen the province's talent pipeline, enhance industry productivity, and support the transition toward next-generation and NEV-aligned manufacturing.
- ***Special Programmes*** to exploit new opportunities to bring to life the concept of a Tshwane Automotive City primarily around the Rosslyn Automotive precinct to maximize the economic potential of the Northern Corridor. It is premised on the concept of Work, Play and Live.

6.3 Programme 3: The Innovation Hub

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

MTDP Key Intervention	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2025/26	MTEF Period		
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Cultivate partnerships to support the development and expansion of industries with significant employment potential	Exports from Gauteng into new strategic markets and expansion of exports into existing markets	Exports facilitated	Rand value of exports facilitated by TIHMC programmes	-	-	-	R40 mil	R30 mil	R40 mil	R50 mil
	Structurally Transformed Economy	Start-ups funded through the Innovation Fund	Number of startups funded through the Innovation Fund	-	-	-	-	10	15	20
		Innovations piloted	Number of demand-led open innovation projects piloted for government and industry	-	-	-	15	10	9	10
		Patents registered	Number of patents registered	-	-	-	2	1	3	5
		Companies graduating from incubation	Number of companies graduated from the incubation programmes	9	9	20	20	8	8	15
		Revenue generated by the ecosystem	Rand value of revenue generated by TIHMC programmes and ecosystem participants	-	-	-	R40 mil	R50 mil	R60 mil	R70 mil
Build a skilled and capable workforce to support an inclusive growth path	Enhanced skills development to support inclusive economic growth	Beneficiaries trained in digital skills	Number of beneficiaries trained in digital skills	-	-	-	1000	1000	1200	1200
	Revenue enhancement	Data Centre Hosting	Number of clients hosted at the TIHMC Data Centre	-	-	-	-	10	15	20
		Revenue generated	Rand value of own revenue generated by TIHMC	-	-	-	R17 mil	R24 mil	R25 mil	R30 mil

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets 2026/27	Q1	Q2	Q3	Q4
Rand value of exports facilitated by TIHMC programmes	R30 mil	-	-	-	R30 mil
Number of startups funded through the Innovation Fund	10	-	3	6	10
Number of demand-led open innovation projects piloted for government and industry	10	-	-	7	10
Number of patents registered	1	-	-	-	1
Number of companies graduated from the incubation programmes	8	-	3	6	8
Rand value of revenue generated by TIHMC programmes and ecosystem participants	R50 mil	-	-	-	R50 mil
Number of beneficiaries trained in digital skills	1000	-	100	200	1000
Number of clients hosted at the TIHMC Data Centre	10	7	9	10	10
Rand value of own revenue generated by TIHMC	R24 mil	R5 mil	R10 mil	R15 mil	R24 mil

Explanation of the planned TIH Performance for 2026 - 2027

For the 2026/27 financial year, TIHMC will strategically consolidate its role as a leading Science and Technology Park (STP) within the Gauteng City Region (GCR), guided by its foundational mandate and anchored in the concept of Areas of Innovation (AoI). The organisation's strategic approach will align with the global standards for STPs as outlined by the International Association of Science Parks (IASP), of which TIHMC is an accredited member, focusing on the following core functions:

- Stimulating and managing the flow of knowledge and technology between universities and companies.
- Facilitating effective communication and collaboration among companies, entrepreneurs, and scientists.
- Creating environments that nurture innovation, creativity, and a culture of excellence.
- Supporting companies, research institutions, and knowledge workers, including entrepreneurs.
- Enabling the creation of new businesses through incubation, spin-offs, and accelerating the growth of small and medium enterprises.

- Leveraging a global network of innovative companies and research institutions to facilitate internationalization and market access for resident companies.

To achieve these objectives, TIHMC has adopted five Strategic Focus Areas that underpin its interventions to elevate resident companies and multi-helix partners to global competitiveness.

These initiatives are designed to respond to the Gauteng Growth and Transformation (GGT2030) Strategy, addressing provincial priorities in economy, jobs, and infrastructure. They also contribute to the development of targeted high-growth economic sectors, providing focused support to lead departments and ensuring strategic alignment with broader provincial objectives.

Together, these strategic focus areas position TIHMC to strengthen its innovation ecosystem, enhance economic impact, and ensure sustainable growth and competitiveness at both provincial and international levels.

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.

Outcomes, Outputs, Performance Indicators and Targets

MTDP Intervention	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2025/26	MTEF Period		
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
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 Infrastructure development not initiated	-	50%	50%	95%	100%	-
Cultivate partnerships to support the development and expansion of industries with significant employment potential	Structurally transformed economy	Economic Opportunities facilitated for MSMEs	Number of Micro Small and Medium Enterprises (MSMEs) who benefitted from the OR Tambo SEZ programmes	132	51	55	60	70	80	90
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 OR Tambo SEZ	R1,27bn	-	-	R2bn	R2bn	R1bn	R1bn
		OR Tambo SEZ Precinct 1 investment portfolio retained	% average occupancy rate per annum for Precinct 1 tracked	-	-	-	90%	90%	90%	90%
Revenue enhancement	Revenue Enhancement	Optimize operational efficiency	% of preventative maintenance implemented	New	New	New	80%	80%	80%	80%
		Levels of own revenue generated	Own revenue generated from OR Tambo SEZ properties	New	New	New	R72m	R79m	R85m	R92m

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
% of OR Tambo SEZ Precinct 2 bulk infrastructure development completed	95%	60%	75%	85%	95%
Number of Micro Small and Medium Enterprises (MSMEs) who benefitted from the OR Tambo SEZ programmes	70	10	30	50	70
Rand value of investment committed to OR Tambo SEZ	R2bn	-	-	-	R2bn
% average occupancy rate per annum for Precinct 1 tracked	90%	-	-	-	90%
% of preventative maintenance implemented	80%	80%	80%	80%	80%
Own revenue generated from OR Tambo SEZ properties	R79m	R19,4m	R39,1m	R59m	R79m

Explanation of planned GIDZ Performance

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 (bulk infrastructure development). 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 MSMEs is realised as part of the SEZ's development.

Operations – Assets and Facilities Management

With the OR Tambo SEZ Precinct 1 being fully operational, 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 Interventions	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance 2025/26	MTEF Period		
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Strengthen destination and investment marketing and facilitation	Participants demonstrate improved understanding of constitutional values	Participants attuned to constitutionalism and ConHill's visitor attraction appeal advanced	Number of participants attuned with constitutionalism	39 395	63 685	81 036	91 000	127 400	189 600	227 520
Cultivate partnerships to support the development and expansion of industries with significant employment potential	Structurally transformed economy	Economic opportunities facilitated for MSMEs	Number of market access opportunities facilitated for MSMEs across the value chain	-	1197	1146	450	450	450	450
		Enhanced skills development to support inclusive economic growth	Number of MSMEs trained on Liberation Heritage Route integration for ConHill	-	-	-	-	20	20	20
			Number of creatives upskilled through the creative uprising programme	-	2 754	1 498	1 200	1 250	1 300	1 300

MTDP Interventions	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Strengthen industrial and economic hubs, and priorities the economic development of townships, deteriorating areas, and peri urban.	A sustainable, well-capacitated, and preserved World Heritage Site	ConHill's World Heritage Site status preserved	Percentage of METT score attained for Constitution Hill	-	-	New	50%	60%	65%	70%
Revenue enhancement	Revenue enhancement	Alternative revenue streams optimized	Rand value of own revenue generated	-	-	R14 787 096	R16 500 000	R26 268 000	R14 787 096	R16 500 000

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of participants attuned with constitutionalism	127 400	35 050	69 150	91 550	127 400
Number of market access opportunities facilitated for MSMEs across the value chain	450	150	250	300	450
Number of MSMEs trained on Liberation Heritage Route integration for ConHill	20	-	10	-	20
Number of creatives upskilled through the creative uprising programme	1250	450	625	800	1250
Percentage of METT score attained for Constitution Hill	60%	-	-	-	60%
Rand value of own revenue generated	R26 268 000	R 7 530 000	R13 560 000	R18 764 000	R26 268 000

Explanation of planned Constitution Hill Performance for 2026 - 2027

Constitution Hill's performance will be characterised by transitioning from a primary focus on creative industries and a venue for events and entertainment. It will reorientate itself back to its core mandate as a living museum of constitutionalism, a precinct where memory, justice and enterprise converge to underpin its Theory of Change (ToC). This strategic shift is vital to raise the heritage significance of the site and integrate constitutional values into daily public engagement. Furthermore, the entity also plans to leverage the site's Outstanding Universal Value (OUV)¹ meaningfully, pursuant to its recent inscription as a World Heritage Site (WHS) in 2024.

Accordingly, the precinct's programming and enterprise development will now reflect its symbolic weight and civic mandate. Events will be rooted in remembrance and rights. Micro, Small and Medium Enterprises (MSMEs) will be supported not just for economic inclusion, but also for their role in activating cultural memory and democratic practice. Visitors will be engaged not only as spectators, but as participants in a shared constitutional journey.

Some of the bold performance targets set out above begin to reflect on the plans over the next five years, buoyed by this strategic refocus. Crucially, the performance focus takes on the board the following shareholder priorities, some of which are more pertinent to ConHill's mandate:

- **Revenue Enhancement** to strengthen our province's fiscal capacity to ensure we have the resources necessary to fund key developmental programmes and infrastructure projects that support long-term economic growth.
- **Provision of Reliable Economic Infrastructure** for sustainable economic growth, prioritising projects that drive industrial expansion, urban renewal, and township revitalisation, fostering an environment in which businesses can flourish and contribute to local economic development.
- **Development and Empowerment of MSMEs**, which play a vital role in job creation and economic transformation by enhancing their support primarily through 1) financial assistance; 2) capacity building; and 3) expanded market access.
- **Structural Transformation of the Economy** through targeted interventions, especially in mining, energy, and digital technology by creating opportunities for disadvantaged groups, with a strong focus on B-BBEE compliance and promoting **inclusive growth**.
- **Research and Development (R&D) & Innovation** to remain competitive in a fast-evolving global economy, we will invest in R&D, particularly in digital technologies and infrastructure. This commitment will position Gauteng as a leader in innovation and the knowledge economy, driving long-term competitiveness.

¹ Outstanding Universal Value (OUV) describes the exceptional cultural and/or natural **significance of a property that transcends national boundaries** and is of critical importance to present and future generations of all humanity.

- **Re-Industrialisation** to modernise manufacturing and deepen localisation, targeting key sectors like automotive, pharmaceuticals, ICT, and agro-processing.

The cornerstone outcome for this period is Improved Access to Civic Education in Constitutionalism. Programming and enterprise development will be reimagined to reflect the symbolic and civic weight of the site, with initiatives centered on remembrance, rights, and participatory engagement. Visitors will be encouraged to become active participants in a shared constitutional journey, fostering a deeper understanding and appreciation of democratic principles.

Strategic Initiatives Driving Civic Education

- **Expanded Civic Education Programmes:** Constitution Hill will broaden its suite of civic education and engagement programmes, enabling greater numbers of individuals – students, educators, community members, and visitors; to access educational materials, workshops, and interactive activities related to constitutionalism.
- **Participatory Engagement:** The focus will be on converting passive spectators into active participants, with programming designed to cultivate dialogue, debate, and critical reflection on constitutional values, human rights, and equality.
- **Integration of Technology:** Leveraging World Heritage Site status, the precinct will introduce new technologies such as Virtual Reality (VR) and Augmented Reality (AR) to create immersive civic education experiences, making constitutional learning more accessible and engaging to diverse audiences.
- **Linking Visitor Numbers to Civic Impact:** Performance measurement will move beyond ticket sales, instead assessing site efficacy regarding civic engagement, knowledge acquisition, and the dissemination of constitutional values.

Outcome Indicators for Improved Access to Civic Education

Key outcome indicators that will be tracked to drive and demonstrate progress include:

- **Growth in Programme Participation:** Year-on-year increase in the number of individuals participating in civic education programmes, workshops, and events focused on constitutionalism.
- **Visitor Engagement Metrics:** Metrics capturing the depth and quality of visitor engagement, such as the percentage of visitors involved in participatory activities, feedback on educational content, and repeat visitation for civic programming.
- **Digital Reach and Accessibility:** Uptake and impact of digital civic education initiatives, including VR/AR experiences, online workshops, and educational resources accessed remotely.
- **Diversity of Audiences:** Tracking inclusivity by measuring the expansion of civic education reach among different demographic groups—local communities, learners from township schools, MSME stakeholders, and international visitors.

- **Partnerships and Collaborations:** Number and quality of partnerships formed with educational institutions, civil society organisations, and community groups to bolster civic education efforts.
- **Impact Surveys and Knowledge Assessments:** Pre- and post-programme evaluations to quantify increases in civic knowledge, awareness of constitutional rights, and commitment to democratic principles among participants.

Transformative Outcomes and Societal Impact. This performance focus aligns with broader shareholder priorities – including revenue enhancement, expanded support for Micro, Small and Medium Enterprises (MSME), and infrastructural investment – while ensuring that economic initiatives advance constitutional values and public benefit. MSMEs will be empowered not only as engines of economic inclusion but as vehicles for activating cultural memory and democratic practice. ConHill further aims to optimise the use of its infrastructure at its disposal located within the precinct as one of the means to improve revenue generation to improve developmental programmes.

7. Programme Resource Considerations

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
GGDA Holdings	289,757	-21,299	268,458	479,592	336,757	363,435
Automotive Industry Development Centre (AIDC)	75,768	3,200	78,968	70,768	73,799	80,642
The Innovation Hub (TIH)	93,662	13,548	107,210	93,662	96,377	100,704
Gauteng Industrial Development Zone (GIDZ)	228,954	-40,000	188,954	102,954	76,260	31,615
Constitutional Hill (Conhill)	26,372	16,700	43,072	30,372	27,559	28,796
Total	714,512	-27,851	686,661	777,348	610,751	605,192

Economic Classification

Description	Main appropriation	Main appropriation	Main appropriation	Medium-term estimates		
	2025/26			2026/27	2027/28	2028/29
Current payments	708,842	-27,851	680,991	771,043	603,785	597,857
Compensation of employees	270,985	-9,646	261,339	285,812	299,326	315,389
Goods and services includes project expenses	429,604	-18,205	411,398	476,318	294,833	272,072
Interest and rent on land	8,253	0	8,253	8,913	9,626	10,397
Payments for capital assets	5,671	0	5,671	6,305	6,966	7,335
Buildings and other fixed structures	2,010	0	2,010	2,500	2,500	2,500
Machinery and equipment	3,661	0	3,661	3,805	4,466	4,835
Total economic classification	714,512	-27,851	686,661	777,348	610,751	605,192

GGDA Group has been allocated R2 billion over the MTEF period. **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	R777 million
▪ 2027/28	R610 million
▪ 2028/29	R605 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, Industrial Hubs, ORTIA Bulk Development.

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.

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 procurement strategy aims to ensure that GGDA's supply chain management (SCM) processes directly advance the provincial transformation agenda, improve economic inclusion, and support the development of competitive, sustainable enterprises across Gauteng. The strategy embeds preferential procurement as a driver of structural transformation, aligned to the **Growing Gauteng Together 2030 (GGT2030)** strategy and the **Medium-Term Development Plan (MTDP)**. GGDA's procurement strategy is aligned with:

- Preferential Procurement Policy Framework Act (PPPFA)
- Broad-Based Black Economic Empowerment Act (BBBEE)
- **Township Economic Development Act (TEDA)**—which mandates support for township-based enterprises and improved market access for historically excluded groups
- **GGT2030 Transformation Priorities**—women, youth, and persons with disabilities as priority groups for participation and enterprise development
- Provincial Supply Chain Management Instructions and Provincial Treasury framework.

8. Key risks and mitigation from the SP

#	Outcomes	Key Risks	KEY MITIGATIONS STRATEGIES
1	Levels of economic activities in localities in which economic infrastructure was delivered	Infrastructure Project Delivery Risk due to delays in delivering on key economic infrastructure	Enhance Standard Operating Procedures (SOPs). Streamline and document SOPs to ensure consistency and efficiency in project execution. Implement periodic reviews and updates to align with best practices and regulatory requirements. Strengthening the EPMO Group Policy. Enhance the structured framework for project governance and oversight across the GGDA Group. Ensure alignment between strategic objectives and project execution methodologies. Embed risk management principles into the policy to mitigate project delivery risks. Improve Project Management Procedures Review and optimise project management policies and practices for greater efficiency. Introduce advanced project tracking and reporting mechanisms to enhance visibility and accountability. Foster cross-subsidiary and cross-functional (GDED, MBI, TIRE) collaboration to improve decision-making and resource allocation. Increase in Human Capital Development Expand training initiatives for EPMO staff and project teams to enhance competencies. Conduct industry engagement sessions to benchmark and incorporate external expertise and innovative solutions. Strengthen the project management function by recruiting skilled professionals.

#	Outcomes	Key Risks	KEY MITIGATIONS STRATEGIES
			Invest in digital tools and systems to improve project execution efficiency.
			Perform Conditional Assessments for Future Projects
			Conduct cost estimates to determine approximate costs for industrial hubs and other strategic projects.
			Develop detailed bills of quantities to provide accurate project funding requirements.
			Utilize these assessments to inform funding requests and ensure financial preparedness.
2	Attractiveness of Gauteng as preferred investment destination economy	Inability to attract sufficient investment into the GCR (DDI; FDI)	Focus on high impact sectors – GGT 2030
			Destination Marketing efforts (GTA and Marcomms Support).
			Lead Generation effort to assist in generating convertible leads (MBI)
			Advocacy of regulatory amendments and fast tracking of investors services to ease investment process.
			Improve IGR Processes
3	Revenue enhancement	Long Term Financial Sustainability Risk due to inability to maximise revenue generation opportunities	GGDA has been tasked with leading the Gauteng Provincial Wide revenue enhancement initiative. The TORs have been developed in conjunction with Gauteng Provincial Treasury. The tender will be issued before 31 March 2025

9. Infrastructure Projects

#	Project Name	Pro-gramme	Description	Outputs	Start date	Comple-tion date	Total estimated cost	Current year ex-penditure
1	New ConHill Visitors Cen-ter	Constitution Hill	Construction of the New Visitors Center Building for Tourism Ex-hibition	Tourism attraction and office accom-modation	2025/26 Q1 (Project still at planning)	20 July 26	R 234 298 880,83	R 47 408 489,03
2	Construction of We The People's Park	Constitution Hill	Construction of a public park at Conhill	Tourism attraction and events	21 Nov 24	4 Nov 25	R 9 453 240,08	R 9 340 168,16
3	Refurbish-ment of the Ramparts and surrounding walls at ConHill	Constitution Hill	Refurbishment of the existing infrastructure	Tourism attraction	17 Feb 25	6 Feb 26	R 11 295 500,56	R 10 296 547,16
4	TIH BioPark Phase 3	Innovation Hub	Construction of the TIH BioPark Phase 3 Build-ing	Laboratories for Tenants fitting a specific profile in line with the TIH strategy	18 February 2019	-	R287m	R 254m
5	TIH Enter-prise Building 3	Innovation Hub	Construction of the Enterprise Building 3	Construction of a commercial build-ing with approx. 6000sqm of Gross Lettable Area smart indus-tries sector in-cluding the green economy	-	-	R0m	Nil- PPP process
6	TIH Enter-prise Building 2	Innovation Hub	Construction of the Enterprise Building 3	Construction of a commercial build-ing with approx. 8000sqm of Gross Lettable Area for letting to enterprises in the smart industries sector including the green econ-omy	Subject to successful recruitment of Anchor Tenants for 60% pre-let-ting Agree-ments	-	R0m	Nil- PPP process
7	Industrial Parks	GGDA	Rehabilitation and Refurbish-ments of 3 In-dustrial Parks.	Rehabilitation and refurbishments of Mqantsa, Emdeni and Rosslyn in-dustrial parks	All projects are still at planning stage	2026/27 Q4	R29 582 015.78	R 14 030 534.96
8	Industrial Parks	GGDA	Rehabilitation and Refurbish-ments of 3 In-dustrial Parks.	Rehabilitation and refurbishments of Atteridgeville 1 & 2 and Fannie Mal-ape	All projects are still at planning stage	2026/27 Q4	R47 093 229.77	R 6 536 416.91
9	Vaal SEZ Bulk Designs		Design, con-struction moni-toring and su-pervision of ex-ternal roads and stormwater ser-vices at the Ri-etspruit site lo-cated within the Vaal SEZ.	Detailed designs of external roads and stormwater services.	-	27 Jun 27	R4 500 000,00	R 3 752 539,99

#	Project Name	Pro-gramme	Description	Outputs	Start date	Comple-tion date	Total estimated cost	Current year ex-penditure
			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	End May 26	R292 582 367,44	R 26 052 221,65

10. Public Private Partnerships

Not applicable.

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

SUB-PROGRAMME 1.1: TRADE, INVESTMENT AND REGULATORY ENABLEMENT (TIRE)

Indicator title	Rand Value of Investments facilitated
Definition	- The indicator measures the total rand value of investment projects that the GGDA actively facilitates within the reporting period. It 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). - Investment facilitation refers to the number of confirmed direct investment projects in productive assets by a foreign and local 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. - The full project/investment value is recognized where the investor has already incurred some expenditure towards the implementation of the project, these may include the signing of a contract for building, construction, acquisition of land, signed agreements including service level agreements, lease agreements, purchase agreements etc. - Both operational and capital investment expenditure are included in the valuation of the investment. - 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 facilitation services will also be provided to investments supported by GGDA subsidiaries.
Source of data	TIRE Excel Pipeline, Investor pledge list, 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 facilitated.
Means of verification	One of the following: - Investment facilitation agreement (lead form) project initiation form - Email correspondence and/or lead forms and/or minutes of meetings (supplementary) - 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 supplementary) - Recorded sessions/minutes from online/virtual engagements (e.g Zoom, Microsoft Teams etc.) supplementary)
Assumptions	- Approval of identified strategic partnerships, including the financial implications thereof support for TIRE to participate in inward and outward missions. - Improved economic outlook.

Indicator title	Rand Value of Investments facilitated
	- 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]	Applies to all Gauteng City Region corridors, ensuring equitable export access for townships, peri urban, urban, and regional firms.
Calculation Type	Cumulative: (year to date)
Reporting cycle	Quarterly
Desired performance	R30.8 billion investments facilitated.
Indicator Responsibility	Group Executive TIRE

Indicator title	Percentage of Gauteng Investment Conference (GIC) pledges converted into investment projects
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 by companies or investors announced during the Annual Gauteng Investment Conference. Investment Conversion refers to the proportion of investment leads or opportunities that are successfully converted into actual investments facilitated by GGDA
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.
Method of calculation / assessment	Quantitative: $\text{Number of Converted Investments} / \text{Total Number of Investment pledges} \times 100$
Means of verification	Signed MOUs or contracts with investors, confirmation letters, pledge list
Assumptions	All investment pledges are properly recorded and tracked. - "Converted" investments are defined as those with signed agreements or disbursed funds. - Time lag between lead generation and conversion is accounted for (e.g., 6–18 months). - 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]	Applies to all Gauteng City Region corridors, ensuring equitable export access for townships, peri urban, urban, and regional firms.
Calculation Type	Non-Cumulative
Reporting cycle	Annually
Desired performance	40% of Gauteng Investment Conference Pledges converted into investment projects
Indicator Responsibility	Group Executive TIRE

Indicator Title	Number of GCR companies exposed to export expansion opportunities
Definition	This indicator measures the number of Gauteng City Region (GCR)–based companies that are exposed to export expansion opportunities, enabling them to pursue entry into new markets or growth in existing export markets. a) A company is counted when it receives a market-specific export opportunity, including buyer requests, distributor leads, invitations to B2B engagements, -specific access opportunities, or participation in outward/inward missions where specific export leads are issued. b) “Exposed” Exposed” means the company has been formally linked to a specific export opportunity through one or more of the following: - Introduction to verified buyers, agents, distributors, importers, or supply chain partners - Participation in inward/outward selling missions where company-specific leads are generated - Company-specific B2B matchmaking sessions - Export trade leads from export councils, embassies, IPAs, DFIs, or industry associations - Participation in trade missions or trade fairs, where specific buyer interest is generated c) “Export Expansion Opportunity” An expansion opportunity is a platform (trade fair, inward- outward mission, exhibitions, conferences, venture partnerships, B2B, G2B) that is created for any GCR based exporting company to showcase their product or service to buyers, retailers, private sector distributors, agents etc. this enables a company to grow its footprint locally and internationally. <u>An opportunity qualifies when it meets the criteria below:</u> An expansion opportunity may include (but is not limited to) possible: • Export-led market entry into new and existing African or global markets. • Buyer or distributor requests for new suppliers, products, or services. • Retail shelf/listing opportunities offered by local or international retailers. • Joint venture or partnership prospects that enable new production or market capacity. • Participation invitations to trade fairs, B2B missions, procurement rounds, or sector showcases where commercial demand is confirmed. • Digital platform onboarding (e-commerce marketplaces, procurement portals, etc.). • Investment-linked expansions that require local suppliers or service providers. Important Clarifications • Multiple companies may be exposed to the same opportunity, and each counts individually. • One company may be exposed to multiple opportunities, and each count individually.
Source of Data	• TIRE Export Pipeline Database • B2B Meeting Reports • Leads Forms / CRM Extracts (e.g. HubSpot) • Mission reports (inward & outward) • Export Council referrals • Embassy/IPA opportunity documentation • Buyer seller matching documentation
Method of calculation / assessment	Quantitative — Simple Count

Indicator Title	Number of GCR companies exposed to export expansion opportunities
	Formula: Number GCR companies exposed to export expansion opportunities within the reporting period Eg. - Each company exposed to an opportunity is counted once. - One company exposed to three different opportunities = 3 counts. 3 companies exposed to one opportunity = 3 counts
Means of verification	- Company confirmation letters - Export council confirmation letters - Mission/B2B meeting minutes naming specific companies and opportunity
Assumptions	- Sustained demand from targeted foreign markets - Functional partnerships with export councils, embassies, DFIs, and chambers - Availability of funding for outward missions and trade platforms - Companies are investment ready, export ready, and compliant - Stable trade environment (tariffs, logistics, regulatory conditions)
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Applies to all Gauteng City Region corridors, ensuring equitable export access for township, peri urban, urban, and regional firms.
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	40 GCR companies exposed to export expansion opportunities
Indicator Responsibility	TIRE Group Executive

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. - 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.
Source of data	TIRE Excel Pipeline, Portfolio of evidence data, Quarterly Reports, Leads Form
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 - Export credit note - 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 trade deal
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

Indicator Title	Rand Value of trade deals facilitated
Spatial transformation [where applicable]	All GCR corridors
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	R5.9 billion of trade deals facilitated
Indicator Responsibility	TIRE Group Executive

SUB-PROGRAMME 1.2: ENTERPRISE PROJECT MANAGEMENT OFFICE (EPMO)

Indicator title	Number of Infrastructure Projects >50% construction completion
Definition	This indicator measures the percentage completion of all approved infrastructure construction activities for the Constitution Hill Visitor Centre and Heidelberg Bulk infrastructure project, based on the contractor's weighted construction programme. It tracks progress toward Stage 5 construction milestones, including site establishment and handover, safety file approval, concrete works, civil and wet services, electrical and mechanical installations, and other scheduled build activities. The indicator reflects the extent to which construction has been executed relative to the overall approved scope, expressed as a percentage of total weighted activities completed.
Source of data	Official construction programme, monthly progress reporting including 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 Professional Service Provider (PSP)
Assumptions	Budget availability, no Force Majeure events, political stability, no interruptions by local business forums and communities etc. (ideal situation and enabling environment), uninterrupted power supply, no inclement weather (heavy rains, storms etc.), contractors and PSP will perform as per agreement
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Central corridor and Southern Corridor
Calculation Type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Greater than 50% construction progress achieved for the Constitution Hill Visitor Centre and the Heidelberg Bulk Infrastructure projects.
Indicator Responsibility	GE: EPMO

SUB-PROGRAMME 1.3: SPECIAL ECONOMIC ZONES (SEZ)

Vaal

Indicator Title	Rand value of investment committed to the Vaal SEZ
Definition	The indicator measures the total rand value of investment commitments secured for the Vaal SEZ within the reporting period. An investment commitment is recognised when an investor signs an LOI, MOU, or other binding document confirming intent to invest in a specific SEZ site.
Source of data	Signed investment reports and supportive documents in the Vaal SEZ Repository
Method of Calculation / Assessment	Quantitative - The sum of total value facilitated.
Means of verification	Any of the following: Signed contracts with investors

Indicator Title	Rand value of investment committed to the Vaal SEZ
	• investment commitment letters from investors, • MoU and • LOI
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	R2.5 billion of investment commitments to the Vaal SEZ secured.
Indicator Responsibility	VAAL SEZ: Executive Programme Manager

PROGRAMME 2: AUTOMOTIVE INDUSTRY DEVELOPMENT CENTRE

Indicator title	Number Of Companies Supported with Interventions to Improve Productivity 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
Source of data	Any of the following: Calendar entries or Agenda or Intake forms
Method of calculation / assessment	Simple count (total sum of companies supported)
Means of verification	Signed contracts
Assumptions	Uptake of and successful completion of training programmes
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: Supplier and Enterprise Development

Indicator title	Average % Of Productivity Improvement in Companies Participating in The Efficiency Improvement Programme
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
Source of data	Signed contracts/attendance registers
Method of calculation / assessment	Mathematical: Actual performance of operation/item before intervention = 'a' Performance after intervention = 'b' Improvement= i % $i = (a-b)/a \times 100$
Means of verification	Efficiency reports
Assumptions	Identified MSMEs participate in the efficiency programme
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	N/A

Indicator title	Average % Of Productivity Improvement in Companies Participating in The Efficiency Improvement Programme
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	100% of target achieved
Indicator Responsibility	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
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	Number of township-based MSMEs Upskilled in the automotive sector
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".
Source of data	Attendance registers

Indicator title	Number of township-based MSMEs Upskilled in the automotive sector
Method of calculation / assessment	Simple count - Number of MSMEs upskilled in the auto sector
Means of verification	Certificate of completion and/or attendance
Assumptions	Stakeholder buy-in and participation
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: Township Automotive Hubs

Indicator title	Number of employed individuals upskilled/reskilled to improve industry innovation and competitiveness
Definition	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. 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
Method of calculation / assessment	Simple count (total sum of individuals upskilled)
Means of verification	Attendance registers
Assumptions	Uptake of and successful completion of training programmes
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 Manager: Supplier and Enterprise Development

Indicator title	Revenue generated by MSMEs operating within the AIDC incubation programmes
Definition	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	General Ledger or Transaction Listing
Method of calculation / assessment	Quantitative - Simple count - Turnover amount generated by MSMEs at the Incubation Centre
Means of verification	Invoices and/or credit notes, where applicable
Assumptions	Increase in market demand for automotive components/commodities
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: Incubation Programmes

Indicator title	Revenue generated by MSMEs operating within the AIDC township automotive hubs
Definition	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	General Ledger or Transaction Listing
Method of calculation / assessment	Simple count – total sum of revenue generated by MSMEs at Township Hubs
Means of verification	Invoices (Dr Smash report) and/or credit notes, where applicable
Assumptions	Increased demand for aftermarket services
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: Township Automotive Hubs

Indicator title	Revenue generated from Projects
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
Source of data	MOUs/SLAs/Contract, General ledger
Method of calculation / assessment	Quantitative (simple count) – total sum of income generated from projects
Means of verification	Invoices
Assumptions	Stakeholders buy-in and participation; Effective marketing to induce market demand
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	100% of target achieved
Indicator Responsibility	Chief Financial Officer Senior Manager: Business Development Executive Manager: Industry Development

Indicator title	Revenue generated from property rentals and service charges
Definition	Refers to the total income earned by the 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	Lease agreements
Method of calculation / assessment	Quantitative (simple count) – total sum of revenue generated from property rentals and service charges.
Means of verification	Invoices
Assumptions	Demand for prime industrial properties; Maintaining a higher occupancy rate
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Northern Corridor

Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	100% of target achieved
Indicator Responsibility	Chief Financial Officer Senior Manager: Business Development

PROGRAMME 3: THE INNOVATION HUB MANAGEMENT COMPANY

Indicator Title	Rand value of exports facilitated by TIHMC programmes
Definition	The total rand value 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 South Africa, 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 – Sum of rand value of exports
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 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 TIHMC 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 beneficiaries	N/A
Spatial transformation	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	R30 mil exports facilitated
Indicator Responsibility	EM: Technology Innovation and Cluster Development EM: Enterprise Development EM: Business Development and Partnerships

Indicator Title	Number of startups funded through the Innovation Fund
Definition	Total number of startups in TIHMC programmes receiving financial support from TIHMC Innovation Hub for Prototype development/scale/commercialize/further develop solutions/feasibility and market studies/regulatory requirements/piloting/co-funding.
Source of data	Funding agreements between TIHMC and MSME's, Start-Up Support Programme Reports, The Innovation Fund Report/Investment Committee Minutes, Investment Evaluation Committee Minutes, steering committee minutes, Funding agreements between TIHMC and stakeholders.
Method of Calculation / Assessment	Quantitative – Simple count of funded startups
Means of verification	Funding Agreements / Disbursement Records

Indicator Title	Number of startups funded through the Innovation Fund
Assumptions	Startups meet eligibility criteria and funding is available
Disaggregation of beneficiaries	Focus on youth and previously disadvantaged individuals
Spatial transformation	Focus on youth and previously disadvantaged individuals
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	10 startups funded through the Innovation Fund
Indicator Responsibility	EM: Enterprise Development EM: Township Economy Revitalisation Chief Financial Officer Start-Up Support Programme Manager

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/MSMEs to address industry/private sector challenges, which also includes non-Government entities, e.g., NPOs, NGOs, NPCs, 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
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Bi-annually
Desired performance	10 demand-led open innovation piloted
Indicator Responsibility	EM: Technology Innovation and Cluster Development EM: Township Economy Revitalisation

Indicator Title	Number of patents registered
Definition	This indicator measures the total number of patents registered (also referred to as granted or approved) by national or international patent offices to enterprises that receive support from TIHMC programmes. This refers to patent (under different classes)/Industrial design) applications approved/granted 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

Indicator Title	Number of patents registered
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	1 Patent 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 the Enterprise Development and Township Economy Revitalisation, which include the Maxum Incubator, Climate Innovation Centre Incubator South Africa, BioPark Incubator, and 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	8 companies graduating from the incubation programmes
Indicator Responsibility	EM: Enterprise Development EM: Township Economy Revitalisation

Indicator Title	Rand value of revenue generated by TIHMC programmes and ecosystem participants
Definition	This indicator will measure the rand value of revenue generated by companies participating in TIHMC's programmes and those located in its 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, or those supported through the demand-led programme. This does not include TIHMC's own revenue.
Source of data	Programme reports
Method of Calculation / Assessment	Quantitative – Sum of rand value of revenue
Means of verification	Signed letter by either Director/CEO of the ecosystem company/the Accountant or company representative/Survey of companies in the ecosystem/Evaluation

Indicator Title	Rand value of revenue generated by TIHMC programmes and ecosystem participants
	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	R50 million revenue from 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 beneficiaries trained in digital skills
Definition	This indicator measures the total number of individuals who receive TIHMC-supported training programmes that equip participants with digital, ICT, and 4IR-related skills. These include areas such as AI, cybersecurity, coding, data science, IoT, cloud computing, extended reality, digital marketing, mobile repair, and other digital skills.
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 registers/Attendance Report by the Training Provider/ Timesheets
Assumptions	None
Disaggregation of beneficiaries	N/A
Spatial transformation	All corridors
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	1000 beneficiaries trained in digital skills
Indicator Responsibility	Senior Manager: Skills Development Chief Executive Officer

Indicator Title	Number of clients hosted at the TIHMC Data Centre
Definition	The indicator will measure the number of client institutions/companies/NGOs/clients hosted at the TIHMC Data Centre. This indicator measures the total number of external or internal organisations leveraging TIHMC's Data Centre infrastructure for hosting, storage, cloud, co-location, disaster recovery, or related ICT services within the reporting period. It includes government departments, public entities, private companies, NGOs, research institutions, or innovation-driven enterprises.
Source of data	Data Centre Performance Report/ ICT Report
Method of Calculation / Assessment	Quantitative – Simple count

Indicator Title	Number of clients hosted at the TIHMC Data Centre
Means of verification	Service Level Agreements with clients/ Billing Report/ Hosting Report/Hosting Agreements/Billing Statement/Monthly or Quarterly Utilization Report/Client onboarding documentation
Assumptions	Institutions maintain active operations in the Data Centre
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired performance	10 clients hosted at the TIHMC Data Centre
Indicator Responsibility	Chief Executive Officer Manager: Information Communication and Technology

Indicator Title	Rand value of own 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 streams, and any additional streams of revenue that might be identified throughout the year.
Source of data	Programme Reports/Board Reports
Method of Calculation / Assessment	Quantitative – Sum of rand value of own revenue
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 ICT, rental, and other business development offerings.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired performance	R24 mil of own revenue generated
Indicator Responsibility	Chief Financial Officer

PROGRAMME 4: GAUTENG IDZ DEVELOPMENT SOC LIMITED (GIDZ)

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: 60%- Continuation of water reticulation, continuation of road works and intersections, commencement of excavations and laying of cable ducts, Commencement of Running of AC Power Cables from the transformer to the Termination Point in the Switchgear Room Q2: 75%- Completion of water reticulation, continuation of road works and intersections, commencement of the substation construction and earthing, preparation for commissioning by ESKOM and the municipality Q3: 85% - Completion of road works and intersections, Completion of gladding and terminations at the new transformer, commencement, and completion of cold commissioning with the Municipality, completion of snags, and commencement of hot commissioning with ESKOM and the Municipality. Q4: 95%- Completion of hot commissioning, Commencement with handover preparation, Preparation of all as-built drawings & OEM Equipment Manuals, Provide Maintenance + Equipment Operational Training with OEMs, Documentation Signoffs by the municipality, and GIDZ
Source of data	Progress Report (PRT) Progress Report (Bulk Infrastructure Development)
Method of calculation / assessment	Quantitative- Percentage of the construction activities completed against the planned activities for the bulk infrastructure project The system used to calculate percentages is CCS (Construction Computer Software) Candy. Which is a comprehensive, South African-developed, construction-specific software suite used for estimation, planning, and project control. It links bills of quantities to schedules, enabling contractors to manage costs, resources and cash flow throughout a project's lifecycle.
Means of verification	Progress Report, Project Plan and Progress pictures (where applicable)
Assumptions	•Availability of project funding throughout the financial year. •Continuous performance by contractors and PSPs in accordance with contractual obligations. •No material disruptions (e.g., force majeure, community unrest, labour disputes, or adverse weather conditions). •All regulatory approvals, land access, and utilities remain in place and uninterrupted.
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Eastern corridor
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	95% bulk infrastructure development completed.
Indicator Responsibility	Senior Programme Manager: Infrastructure Development (GIDZ)

Indicator title	Number of Micro Small and Medium Enterprises (MSMEs) who benefitted from the OR Tambo SEZ programmes
Definition	This 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: • Business development support/training (non-financial), • Facilitating collaboration between MSMEs and funding institutions, • Access to market (Financial) In addition, 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	Quantitative- Simple count of the number of MSMEs benefiting from the ORTIA SEZ
Means of verification	MSME database /invoices/ proof of payment/ MSME expenditure report/ attendance register/business diagnostic report /confirmation of attendance letters
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	70 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 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	Quantitative- The sum of 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 realised and GIDZ does not have control over actual investment
Disaggregation of beneficiaries [where applicable]	N/A
Spatial transformation [where applicable]	Eastern corridor

Indicator title	Own revenue generated from OR Tambo SEZ properties
Definition	This indicator measures the total value (Rands) of revenue generated from all GIDZ properties.
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	Quantitative - Add total value of all income accrued from tenants, excluding VAT and metered charges and re-imbursements. 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.
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 79 million
Indicator Responsibility	GIDZ: Chief Financial Officer

Indicator title	% average occupancy rate per annum for Precinct 1 tracked
Definition	This indicator measures the occupancy rate at OR Tambo SEZ Precinct 1
Source of data	Signed Lease Agreements
Method of calculation / assessment	Qualitative- Total occupied area/total lettable area X100
Means of verification	Signed Lease Agreements and Facilities tracker
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	Annually
Desired performance	90% average occupancy at ORTIA Precinct 1
Indicator Responsibility	Chief Investment Facilitator (GIDZ)

Indicator title	% of preventive maintenance implemented
Definition	This indicator measures the number preventative maintenance implemented at OR Tambo SEZ.
Source of data	Excel sheet calculation with percentage determination
Method of calculation / assessment	Quantitative- 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 implemented
Indicator Responsibility	Executive: Strategic Operations and Property Manager

PROGRAMME 5: CONSTITUTION HILL

INDICATOR TITLE	Number of participants attuned with constitutionalism
Definition	This indicator measures the cumulative number of unique individuals who meaningfully engage with Constitution Hill's constitutionalism education and awareness programmes within the reporting period. An individual is counted once per reporting period regardless of the number of activities attended. Engagement occurs through a ConHill-facilitated programme or collaboration with partners on / offsite, in these areas: guided constitutional heritage tours; workshops and training sessions; public dialogues and panel discussions; constitutional exhibitions; civic education events; and school and community outreach programmes
Source Of Data	ConHill Visitors Centre records, event registers, and system-generated reports
Method of Calculation/ Assessment	Total = Physical participants (signed registers / ticket records/ System records) + Digital participants (verified platform analytics)
Assumptions	• That ConHill's programmes and initiatives will continue to be accessible and relevant to a broad audience, thereby fostering engagement and understanding of constitutional values • Those sufficient resources, such as funding, skilled staff, and infrastructure, will be available to support outreach and educational activities. • That external factor, such as public interest in constitutional matters and the socio-political environment, will remain conducive to positive year-on-year growth in individuals who engage with, understand, and uphold constitutional values because of these initiatives.
Means of Verification	Attendance records and digital analytics
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Achieve a demonstrable year-on-year increase in individuals who engage with, understand, and uphold constitutional values as a result of ConHill's programmes and initiatives.
Indicator Responsibility	Heritage, Education and Public Programmes Manager

Indicator Title	Number of creatives upskilled through the Creative Uprising Programme
Definition	Measures the number of individual creatives who complete a structured skills development intervention delivered through ConHill's Creative Uprising Programme during the reporting period. Upskilling requires participation in a defined learning, mentorship or capacity-building activity . Creatives refers to individuals working in the creative and cultural industries, including artists, musicians, performers, designers, writers, filmmakers, photographers, and craftspeople.
Source of Data	Signed attendance registers
Method of Calculation / Assessment	Total = Σ (All unique creatives completing a qualifying intervention per reporting period) Simple cumulative count of unique individuals completing a qualifying upskilling intervention. Each creative is counted once per reporting period regardless of the number of interventions attended.

Indicator Title	Number of creatives upskilled through the Creative Uprising Programme
Assumptions	- ConHill will maintain adequate resources and partnerships to deliver structured creative skills development programmes throughout the year - Sufficient demand exists within the creative community for structured upskilling interventions - The creative economy remains a recognised strategic priority for economic development and employment creation - Partnerships with arts organisations, cultural institutions, and creative industry stakeholders will remain active and capable of co-delivering qualifying interventions
Means of Verification	- Signed attendance registers - Participation certificates confirming completion of a structured intervention - Facilitator and workshop reports with defined learning outcomes - Verified digital platform analytics for online training interventions
Disaggregation of Beneficiaries	- Creative discipline (visual arts, performing arts, music, design, film, craft, other) 51% female 50% youth 80% HDIs (history disadvantaged individuals)
Spatial Transformation	Deliberate prioritisation of creatives from townships, peri-urban areas, and previously disadvantaged communities to promote inclusive and equitable access to creative economic opportunities.
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly
Desired Performance	To maximise the number of creatives — with deliberate priority given to those from townships and previously disadvantaged communities — who complete structured upskilling interventions that build creative and business capabilities through the Creative Uprising Programme.
Indicator Responsibility	Heritage, Education and Public Programmes Manager

INDICATOR TITLE	Number of market access opportunities facilitated for MSMEs across the value chain access
Definition	Market access opportunities refer to structured interventions, platforms, or initiatives that enable Micro, Small, and Medium (MSM) enterprises to connect with potential customers, suppliers, investors, or distribution channels. These opportunities include trade fairs, exhibitions, networking events, business-to-business matchmaking sessions, online marketplaces, procurement opportunities, and other facilitated engagements designed to expand the market reach of MSM enterprises across various value chains.
Source Of Data	Programme records, event registers, partnership agreements, digital platform analytics, and beneficiary databases maintained by ConHill and partner organisations
Method of Calculation/ Assessment	Each qualifying market access opportunity is counted once in the quarter it is facilitated. An enterprise participating across multiple quarters is counted independently in each quarter in which a qualifying opportunity is recorded. Qualifying activities include: trade exhibitions, gallery spaces, business matchmaking events, on-site trading opportunities, procurement fairs, online marketplace listings, supplier development programmes, and partnership facilitation sessions
Assumptions	- That ConHill and its partners will maintain sufficient capacity and resources to organise and facilitate market access opportunities throughout the year - That MSM enterprises will have the capability and willingness to participate in facilitated opportunities - That market conditions and economic environment will remain conducive to business development and enterprise growth - That strategic partnerships with private sector, government agencies, and development organisations will continue to support market access initiatives

INDICATOR TITLE	Number of market access opportunities facilitated for MSMEs across the value chain access
Means of Verification	Attendance registers or partnership agreements
Disaggregation of Beneficiaries	• 51% female • 50% youth 80% HDIs (history disadvantaged individuals)
Spatial Transformation	Prioritise MSM enterprises from townships, peri-urban areas, and previously disadvantaged communities to support economic inclusion and spatial transformation objectives
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly
Desired Performance	Increase support for MSMEs in historically disadvantaged areas to boost inclusivity and economic participation. Success will be gauged by the rise and sustainability of MSMEs benefiting from spatial transformation, leading to fairer economic activity and job creation.
Indicator Responsibility	Heritage, Education and Public Programmes Manager

INDICATOR TITLE	Number of MSMEs trained on Liberation Heritage Route integration for ConHill
Definition	This indicator measures the number of tourism-related Micro, Small and Medium Enterprises (MSMEs) that complete a ConHill-facilitated training intervention focused on integrating the Liberation Heritage Route (LHR) into their business offering. Training will equip participants with the knowledge and practical tools to position Constitution Hill's World Heritage Site status and liberation heritage narrative as a market differentiator within their tourism product or service.
Source Of Data	Partnership agreements / or vendor contracts / or sales transaction reports of tourism package bookings
Method of Calculation/ Assessment	Simple count of each MSME; counted once per reporting period regardless of the number of training sessions attended. Where multiple representatives of the same enterprise attend, the enterprise is counted as one unit .
Assumptions	• That ConHill's World Heritage status will continue to attract domestic and international visitors, creating market demand for tourism services • That ConHill will maintain clear brand guidelines and partnership frameworks to enable MSM enterprises to leverage the brand appropriately • That tourism MSM enterprises will have the capacity and willingness to align their offerings with ConHill's brand values and quality standards • That the tourism sector will remain viable, and that visitor numbers to ConHill will support sustainable business opportunities for MSM enterprises
Means of Verification	Signed partnership agreements
Disaggregation of Beneficiaries	• 51% female • 50% youth • 80% HDIs (history disadvantaged individuals)
Spatial Transformation	Prioritise tourism MSM enterprises from the surrounding Braamfontein precinct, townships, and previously disadvantaged communities to promote local economic development and spatial transformation
Calculation Type	Cumulative (year to date)
Reporting Cycle	Bi-Annually
Desired Performance	To build the capacity of tourism MSMEs to leverage Constitution Hill's Liberation Heritage Route and World Heritage Site status as a competitive market advantage, increasing the depth and sustainability of their business integration with ConHill's heritage offering.
Indicator Responsibility	Heritage, Education and Public Programmes Manager

INDICATOR TITLE	Rand value of own revenue generated
Definition	Own revenue refers to income generated by Constitution Hill through its own commercial activities, services, and operations, excluding government grants and subsidies. This includes revenue from: Venue hire, Exhibition sponsorship, Programme and event ticket sales, Digital and virtual tours, Photography and filming permits, Donations and fundraising, Corporate social investment (CSI) partnerships, Art and craft market fees, Advertising and media rights Merchandise sales, Parking fees, Tenant rentals, Visitor entry fees; Catering services
Source Of Data	ConHill financial management accounts which consolidates (revenue collection records, point-of-sale systems,)
Method of Calculation/ Assessment	Sum of all revenue collected from own sources, includes cash, electronic payments, and bank transfers received for all revenue-generating activities. The calculation excludes government grants, subsidies, and any inter-account transfers. Revenue is recognised on an accrual basis in accordance with Generally Recognised Accounting Practice (GRAP). The final figure is verified through the management accounts
Assumptions	• That visitor numbers to Constitution Hill will remain stable or grow, supporting admission and tour revenue • That the economic environment will remain conducive to corporate events, venue hire, and discretionary visitor spending • That ConHill will maintain operational capacity to deliver revenue-generating services and activities throughout the year • That new revenue streams identified through the precinct feasibility study will be successfully implemented and will contribute to revenue growth • That pricing strategies will remain competitive while reflecting the value of ConHill's World Heritage status and offerings
Means of Verification	Quarterly Financial management Statements
Disaggregation of Beneficiaries	Not applicable (financial performance indicator). Revenue can be disaggregated by source: admissions, tours, venue hire, retail, food & beverage, events, sponsorships, etc.
Spatial Transformation	Not applicable (financial performance indicator)
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly
Desired Performance	To achieve consistent year-on-year growth in income derived from ConHill's commercial activities, thereby enhancing financial sustainability and reducing reliance on government funding.
Indicator Responsibility	Sales and earned revenue manager

INDICATOR TITLE	Percentage of METT score attained for Constitution Hill
Definition	The Management Effectiveness Tracking Tool (METT) is a globally recognised assessment framework developed by the World Wildlife Fund (WWF) and the World Bank to evaluate the management effectiveness of protected areas and World Heritage Sites. The METT score measures performance across six key elements: context, planning, input, processes, outputs, and outcomes. For Constitution Hill, this indicator measures the percentage of the total possible METT score achieved, reflecting the effectiveness of site management, resource allocation, conservation efforts, stakeholder engagement, and the achievement of management objectives for the World Heritage Site.
Source Of Data	METT assessment questionnaire, produced by the Department of Environment, Forestry and Fisheries (DEFF)

INDICATOR TITLE	Percentage of METT score attained for Constitution Hill
Method of Calculation/ Assessment	The METT assessment is conducted using the standardised METT questionnaire, which consists of approximately 30 questions covering the six key management elements. Each question is scored on a scale (typically 0-3), and the total score achieved is expressed as a percentage of the maximum possible score. The assessment is conducted annually by a qualified team including site managers, conservation experts, and independent assessors.
Assumptions	• That ConHill will have access to qualified assessors with expertise in World Heritage Site management and the METT methodology • Adequate resources will be available to implement management improvements identified through the METT assessment • That the METT framework will remain the appropriate assessment tool for Constitution Hill's context and management needs • That stakeholders will participate constructively in the assessment process, providing accurate and honest feedback • That assessment will be conducted objectively and consistently year-on-year to enable meaningful tracking of progress
Means of Verification	Completed METT assessment report concluded by the DEFF or delegated entity
Disaggregation of Beneficiaries	Not applicable (institutional performance indicator)
Spatial Transformation	Not applicable (institutional performance indicator)
Calculation Type	Non-Cumulative (year-end)
Reporting Cycle	Annually
Desired Performance	Conservation and maintenance of world heritage value is achieved through a combination of rigorous assessment, proactive maintenance, stakeholder engagement, adaptive management, and alignment with global standards.
Indicator Responsibility	Facilities Manager

Annexure A: Amendments to the 5 year Strategic Plan

Output indicators and targets, as they appear in the 2025-2030 Strategic Plan (SP)				Changes (e.g., new indicator, Amended/modified indicator, Removed indicator, new outcomes, etc). Please explain the changes here.	Revised changes <u>as it should appear on the “revised” SP.</u>			
OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGET	Revised 5 year target	OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Revenue enhancement	Total revenue generated from OR Tambo SEZ Properties	new	R475m		Revenue enhancement	Total revenue generated from OR Tambo SEZ Properties	R72m	R426m
Structurally Transformed Economy	Number of innovations adopted post-demonstration	new	60	Revised the unit of measure from number to percentage	Structurally Transformed Economy	% of innovations adopted post-demonstration	-	60%
-	-	-	-	New Outcomes	Participants demonstrate improved understanding of constitutional values	-	-	-
					A sustainable, well-capacitated, and preserved World Heritage Site	-	-	-

Annexure B: Conditional Grants

Not applicable.

Annexure C: Consolidated Indicators

Not applicable.

ANNEXURE D: Development District Model

Areas of intervention	Project description	Budget allocation	District municipality	Location (GPS co-ordinate if applicable
External Water Reticulation (Gemspost)	West-Rand SEZ	R10 600 000 (estimate)	West Rand District Municipality	27.673305 - 26.306919
External Sewer Reticulation (Gemspost)	West-Rand SEZ	R17 200 000 (estimate)	West Rand District Municipality	27.673305 - 26.306919
External Roads and Stormwater upgrades (Gemspost)	West-Rand SEZ	R32 300 000 (estimate)	West Rand District Municipality	27.673305 - 26.306919
External Water Reticulation (Witpoortjie)	West-Rand SEZ	R10 000 000 7(estimate)	West Rand District Municipality	27.806413 - 26.127586
External Sewer Reticulation (Witpoortjie)	West-Rand SEZ	R15 200 000 (estimate)	West Rand District Municipality	27.806413 - 26.127586
External Roads and Stormwater upgrades (Witpoortjie)	West-Rand SEZ	R29 400 000 (estimate)	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> • <i>Portion 6</i> • <i>Remainder of Portion 11 (a portion of Portion 10)</i> • <i>Portion 122 (a portion of Portion 120)</i> <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> • <i>Portion 6</i> • <i>Remainder of Portion 11 (a portion of Portion 10)</i> • <i>Portion 122 (a portion of Portion 120)</i> <i>Portion 168 (a portion of Portion 11).</i>

Areas of intervention	Project description	Budget allocation	District municipality	Location (GPS co-ordinate if applicable
Electricity 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 • 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>
Roads and Storm-water		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>
Township Approval	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>
Detailed Designs for bulk infrastructure and approvals.		R30 million Unfunded – based on the outcome of	Johannesburg, City of Tshwane and Mogale City	<i>The proposed SEZ site spans four separate farm portions located on the farm</i>

Areas of intervention	Project description	Budget allocation	District municipality	Location (GPS co-ordinate if applicable
Top Structures Designs and 3D model. Town Planning & Environmental Approvals Investor Pipeline (Deal making)		Feasibility and Bankability Studies		<i>Lindley 528 JQ, namely:</i> • <i>Portion 6</i> • <i>Remainder of Portion 11 (a portion of Portion 10)</i> • <i>Portion 122 (a portion of Portion 120)</i> <i>Portion 168 (a portion of Portion 11).</i>
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
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

Areas of intervention	Project description	Budget allocation	District municipality	Location (GPS co-ordinate if applicable)
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 Ram-parts	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.



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