



**GAUTENG PROVINCE**  
ECONOMIC DEVELOPMENT  
REPUBLIC OF SOUTH AFRICA

## **GAUTENG IDZ**

# **Annual Performance Plan for 2026/27**



**GAUTENGIDZ**

INDUSTRIAL DEVELOPMENT ZONE

## ACCOUNTING AUTHORITY STATEMENT

The OR Tambo IDZ was designated as an Industrial Development Zone in terms of the Manufacturing Development Act in 2002. At that time, 725ha within and around the OR Tambo International Airport Precinct was gazetted for the IDZ's development.

Pursuant to this, in 2009, the GIDZ Development Company SOC Limited was established as a Special Purpose Vehicle to develop and operate the OR Tambo IDZ programme. Therein after, an Operator Permit to develop and operate the OR Tambo International Airport IDZ was issued to the GIDZ during December 2010. Issuance of the Permit allowed the GIDZ to finally proceed with planning for development of the IDZ.

During the planning phase, it became clear that not all the land that had been identified and gazetted for the IDZ's development was available – some of that land was privately owned, some had been earmarked by Airports Company South Africa (ACSA) for expansion of the runway, whilst some of it belonged to Denel who had earmarked it for their own development. Eventually, only a 7.5ha piece of land was available for the IDZ's development. This land parcel which belongs to ACSA was subsequently leased by the Gauteng Provincial Government - on behalf of the GIDZ.

Recognizing that the SEZ programme cannot only comprise of a 7,5ha development, the GIDZ sought and has acquired, other pieces of land for expansion of the SEZ outside the OR Tambo International Airport Precinct, however in close proximity thereto.

The additional pieces of land are within the Eastern Corridor of Gauteng and therefore still use proximity and ease of access to the airport as a key value proposition. The pieces of land that the GIDZ has acquired are the following:

- Land on the north of OR Tambo Airport, bordering Atlas Road. This piece of land (herein referred to as OR Tambo SEZ Precinct 2) is owned by the Gauteng Provincial Government, and measures 29ha.
- A 13,9ha piece of land in Springs next to the Impala Platinum Refinery in Springs, Ekurhuleni. This property (herein referred to as the OR Tambo SEZ Springs Precinct) is earmarked specifically for the beneficiation of Platinum Group Minerals, making its proximity to the Refinery ideal.

Following a re-designation process undertaken in line with the requirements of the new SEZ Act, 16 of 2014, the two above land parcels – together with the initial 7,5ha (now referred to as OR Tambo SEZ Precinct1) were formally gazetted as part of the OR Tambo International Airport SEZ programme in September 2019.

The re-designation and gazetting process was undertaken concurrent to construction of OR Tambo SEZ Precinct 1 with the latter Precinct becoming partly operational in April 2019. The remaining parts of the precinct inclusive of top structure, finishes and external works were completed in the early 2024/25 financial year. In this regard, this Precinct has been developed into an agro-processing and mineral beneficiation facility. It is at this Precinct that one of the world's largest fresh food factories with the second largest refrigeration plant has been established. Additionally, a Jewellery Manufacturing Park is located here, providing a central point for diamond and jewellery beneficiation companies, as well as essential regulatory bodies like the State Diamond Trader and the South African Diamonds and Precious Metal.

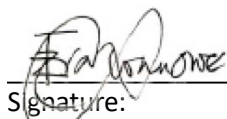
With the development of OR Tambo SEZ Precinct 1 completed, the GIDZ has turned its attention to the development of both OR Tambo SEZ Precinct 2 and the Springs Precinct. To date, preparatory work has already been done on both sites; this includes detailed market attractiveness and commercial case studies that determined the industries and sectors that must be located at the Precincts. In addition, land readiness efforts that include technical designs as well as EIAs are in place for both land parcels, whilst township establishment approval is in progress for Precinct 2 and already in place for Springs.

The next major stage in the development of OR Tambo SEZ Precinct 2 and the Springs Precinct is **bulk infrastructure installation**. This infrastructure, which is typically funded by Government, is **fundamental** to the investment commitment by companies who have expressed interest to set up manufacturing operations at the SEZ. Bulk infrastructure is also key for any crowding in of third-party top structure investment to occur.

In lieu of funding constraints being experienced by the fiscus due to, inter alia, the impact of the COVID-19 pandemic, the GIDZ has developed an alternative funding strategy that seeks to explore different options and solutions that can be considered in the SEZ's development. However, without a doubt, infrastructure funding by government will remain critical to the accelerated delivery of both OR Tambo SEZ Precinct 2 and the Springs Precinct.

This APP has therefore been developed considering these constraints. The APP also takes cognisance of amongst others, the following:

- The role of the GIDZ in delivery of the SEZ programme in Gauteng Province and in the country;
- The core mandate of the 7th provincial administration, as captured in the Gauteng Provincial Government's Ten Pillars and the Province's Economic Development Plan;
- An evolving national policy environment that includes the Industrial Policy Action Plan; IPAP, the National Development Plan 2030 as well as the National Industrial Policy Framework (NIPF);
- The priorities of the GGT2030 and related roadmap;
- The Economic Recovery Plan as outlined by the office of the Presidency;
- Present economic and growth constraints within the country.



Signature:

Accounting Authority

Gauteng IDZ

Date: 17 March 2026

## OFFICIAL SIGN-OFF


It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the GIDZ under the guidance of the Accounting Authority.
- Takes into account all the relevant policies, legislation and other mandates for which the Gauteng IDZ is responsible.
- Accurately reflects the Impact, Outcomes, and Outputs which the GIDZ will endeavour to achieve over the financial year 2026-27.

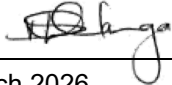
Nkaya Sebothoma  
Senior Programme Manager

Signature:   
Date: 17 March 2026


Maidei Matika  
Chief Investment Facilitator

Signature:   
Date: 17 March 2026

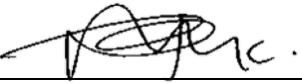
Lynase Mhlanga  
Chief Financial Officer

Signature:   
Date: 17 March 2026

Babalwa Gwazela  
Acting Monitoring and Evaluation Manager

Signature:   
Date: 17 March 2026

Thandiwe Ngqobe  
Chief Executive Officer

Signature:   
Date: 17 March 2026

Approved by:  
Ezra Ndwandwe  
Accounting Authority

Signature:   
Date: 17 March 2026

## Table of Content

<b>PART A: BACKGROUND</b> .....	<b>6</b>
1. Establishment Mandate .....	6
2. Updates to the relevant Legislative and policy mandates.....	6
3. Updates to Institutional Policies and Strategies .....	11
4. Updates to Relevant court rulings .....	11
<b>PART B: SITUATIONAL ANALYSIS</b> .....	<b>12</b>
5. External Environment Analysis .....	12
<i>Global economy is stabilising at low Levels</i> .....	12
<i>Domestic Economy</i> .....	12
Q3 2025 GDP Growth Extends Growth Momentum .....	12
<i>The Performance of the South African Labour Market</i> .....	13
<i>Trade performance</i> .....	15
<i>Inflows of Foreign Direct Investment to South Africa in Q4 2025</i> .....	15
6. Internal environment analysis.....	17
7. Operating Context .....	18
8. Geographic Footprint .....	21
<b>PART C: LEGISLATED FUNCTIONS &amp; PROJECTED SOCIO-ECONOMIC RETURNS OF THE OR TAMBO SEZ PROGRAMME</b> .....	<b>24</b>
9. Legislated Functions .....	24
<b>PART D: PERFORMANCE INFORMATION</b> .....	<b>25</b>
11. Institutional Performance Information.....	25
12. Programme Resource Considerations.....	31
13. Key Risks.....	33
14. Public Entities .....	34
15. Infrastructure Projects .....	34
<b>Part E: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)</b> .....	<b>37</b>

## PART A: BACKGROUND

### 1. Establishment Mandate

The GIDZ Development Company SOC Ltd ('GIDZ' or Gauteng IDZ') is a *Special Purpose Vehicle established by the Gauteng Growth and Development Agency to manage the establishment and operationalization of the designated Special Economic Zone ('SEZ') at the OR Tambo International Airport.*

The establishment of the GIDZ was undertaken in support of the IDZ programme initiated by National Government, which programme, amongst others, called for the establishment of dedicated special purpose vehicles to manage the IDZ process in designated IDZ areas, of which the OR Tambo International Airport is one such area. This programme has since been replaced by the Special Economic Zone programme,

The legislated *mandate of the GIDZ is to create an enabling platform for investment opportunities through public/private partnerships and direct development investment.*

The *specific intention* is for the GIDZ to drive focused manufacturing and beneficiation programmes whilst supporting the positioning of Gauteng as a global city region. **Key** to delivering on this specific mandate is that the GIDZ effectively works towards facilitating an increase in industrialization and manufacturing capabilities in Gauteng.

The GIDZ also supports the GGDA in its mandate to 'lead, facilitate and manage sustainable job creation and inclusive economic growth and development in the Gauteng City Region'.

### 2. Updates to the relevant Legislative and policy mandates

GIDZ's mandate is informed and guided by various national and provincial acts and regulations as a public entity viz:

Act	Purpose
<b>National Legislation</b>	
Public Finance Management Act, 1999	To regulate financial management and to ensure that all revenue, expenditure, assets, and liabilities of that government are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in that government, and to provide for matters connected therewith.
Companies Act, 2008, as amended	To provide for the incorporation, registration, organisation, and management of companies. To provide for equitable an efficient merger and takeovers of companies.
Public Service Act of 1994, amended in 2007	To provide for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement, and discharge of members of the public service, and matters connected therewith.

Treasury Regulations, 2005

Outlines the requirements for the development and submission of Strategic Plans, as well as, related quarterly performance reporting.

Act	Purpose
<b>National Legislation</b>	
Public Service Regulations, 2016	Outlines the requirements for the development, tabling, and submission of Strategic Plans and reporting against the plans.
Promotion of Access to Information Act, 2000	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights, and to provide for matters connected therewith.
Intergovernmental Relations Framework Act, 2005	To establish a framework for the national government, provincial governments, and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes, and to provide for matters connected therewith
Preferential Procurement Policy Framework Act, 2000	To give effect to section 217 (3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217 (2) of the Constitution, and to provide for matters connected therewith.
Employment Equity Act, 1998	To promote the constitutional right of equality and the exercise of true democracy; eliminate unfair discrimination in employment; ensure the implementation of employment equity to redress the effects of discrimination
Basic Conditions of Employment Act, 1997	To give effect to the right to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment; and thereby to comply with the obligations of the Republic as a member state of the International Labour Organisation; and to provide for matters connected therewith.
Labour Relations Act, 1995	It regulates the organisational rights of trade unions and promotes and facilitates collective bargaining at the workplace and sectoral level. Furthermore, it promotes and maintains sound labour practices.
Statistics Act 6 of 1999	The purpose of this Act is to advance the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics.
Occupational Health and Safety Act, 1993	To provide for the health and safety of persons at work and the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with

	the activities of persons at work.
Skills Development Act, 1998	Increasing the skills levels of human resources in the workplace and to support career pathing.

Act	Purpose
<b>National Legislation</b>	
The SEZ Act, 16 of 2014	To provide for the designation, promotion, development, operation and management of Special Economic Zones; to provide for the establishment, appointment of members and functioning of the Special Economic Zones Advisory Board; to provide for the establishment of the Special Economic Zones Fund; to regulate the application, issuing, suspension, withdrawal and transfer of Special Economic Zones operator permits; to provide for functions of the Special Economic Zones operator; to provide for transitional arrangements; and to provide for matters connected therewith.
Broad-Based Black Economic Empowerment Act, 2003	To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council, and to provide for matters connected therewith.
Development Facilitation Act, 1995	To introduce extraordinary measures to facilitate and speed up the implementation of reconstruction and development programmes and projects in relation to land, and in so doing to lay down general principles governing land development throughout the Republic
South African Qualification Authority Act, 2000	To provide for the National Qualifications Framework; to provide for the responsibilities of the Minister of Higher Education and Training; to provide for the South African Qualifications Authority; to provide for Quality Councils; to provide for transitional arrangements; to repeal the South African Qualifications Authority Act, 1995; and to provide for matters connected therewith.
Promotion of Access to Information Act, 200	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights, and to provide for matters connected therewith.
<b>Provincial Legislation</b>	
Blue IQ Investment Holdings Act, as amended	
Gauteng Tourism Act, 2001	
The Gauteng Tender Board Repeal Act, 2002	
Gauteng Unfair Business Practices Act, 1996	

### **3. Updates to Institutional Policies and Strategies**

The following are the policy frameworks and plans from which the entity derives its mandate for implementation as pronounced by the Government:

- The National Development Plan
- Medium Term Development Programme
- Economic Recovery Plan
- Gauteng City-Region Economic Development Framework
- Growing Gauteng Together 2030 (GGT2030)
- The Creative Industries Development Framework

### **4. Updates to Relevant court rulings**

There are no specific court rulings that have a significant, ongoing impact on operations or service delivery obligations.

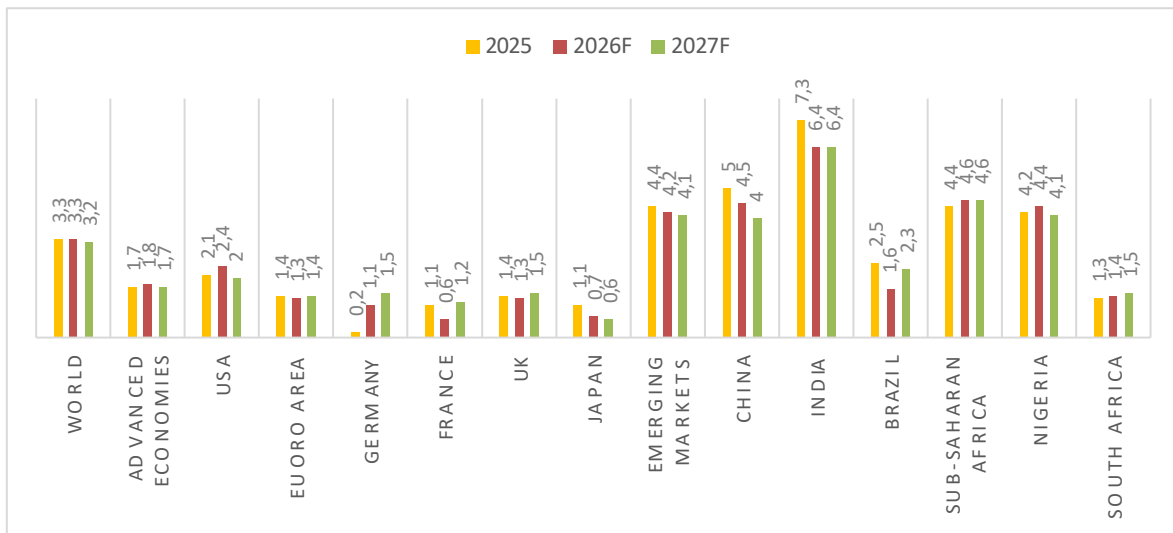
**PART B: SITUATIONAL ANALYSIS**

**5. External Environment Analysis**

**Global economy is stabilising at low Levels**

The IMF’s January 2026 has revised global growth slightly upward compared to the October forecast to 3.3% for both 2025 and 2026, and 3.2% for 2027. The continued investment in AI, emerging markets (India/China), and stabilizing inflation are the main drivers of global growth. However, downward risks include geopolitical tensions and trade policy shifts. There is persistent uncertainty, with widespread U.S. tariff hikes still exerting a restrictive drag on international trade and weighing on overall growth momentum. Geo-political tensions such as Trumps tariff wars and countermeasures by trade partners is harbinger to global inflation and weighing down on global growth which is already under pressure from the conflict between Russia and Ukraine. Global economic resilience in the coming years will depend less on cyclical momentum and more on policy credibility, institutional strength, and the capacity to manage structural transitions from energy systems and technology to fiscal sustainability and global trade architecture.

Figure 1: Global growth forecast (%), January 2026



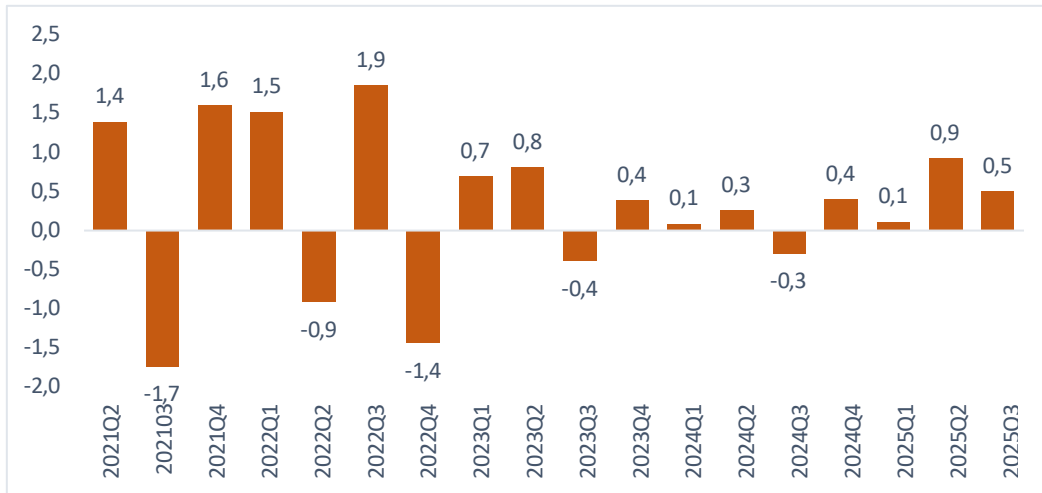
IMF WEO Report (Jan 2026); GGDA BI

**Domestic Economy**

**Q3 2025 GDP Growth Extends Growth Momentum**

Economic growth moderated in Q3 2025 but remained positive and broadly aligned with recovery expectations. National GDP expanded by 0.5% quarter-on-quarter, down from 0.9% in Q2, while year-on-year growth accelerated to 2.1%, the fastest pace since Q3 2022. Growth was driven primarily by mining, agriculture, trade and financial services, with nine out of ten major industries contributing positively. Mining was the strongest contributor, supported by higher output in PGMs, manganese and coal, while household consumption grew by 0.7%, reflecting stabilising inflation and improving real incomes. Importantly, on the back of investments in the auto sector gross fixed capital formation rebounded by 1.6% after three consecutive quarters of contraction, signaling early momentum in investment, particularly in machinery, transport equipment and non-residential construction growth.

Figure 2: The trend of South African Quarterly GDP growth rate (%)



Source: Statistics SA, GGDA BI

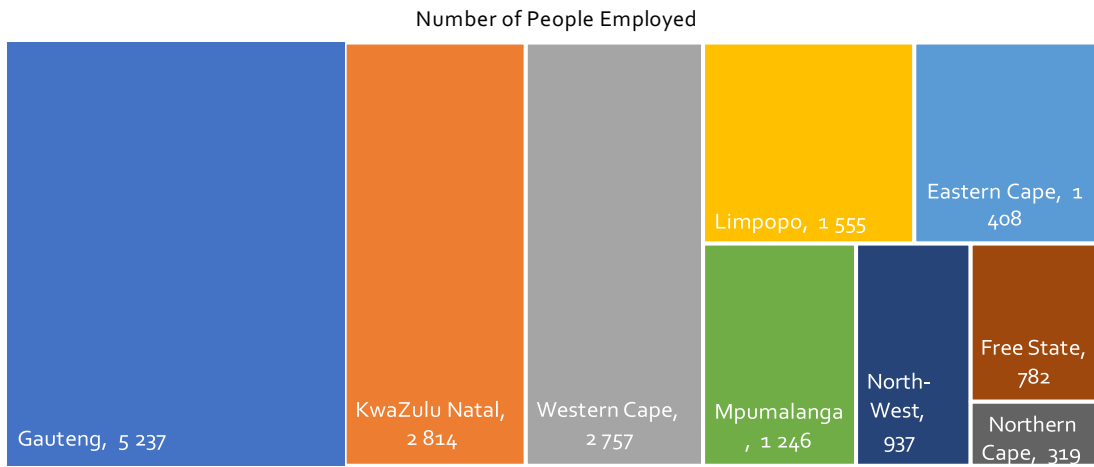
Gauteng’s economy expanded by 0.5% in Q3 2025, closely tracking the national outcome. Growth was led by finance, transport and wholesale trade, while manufacturing, construction and mining remained flat. Gauteng continued to contribute approximately 33.7% of national GDP, confirming its role as the country’s economic core. The convergence of provincial and national growth rates highlights improving national conditions, even as Gauteng’s earlier outperformance has narrowed.

**The Performance of the South African Labour Market**

South Africa’s labour market showed measured but meaningful improvement in Q3 2025, signalling 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 persons, 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.

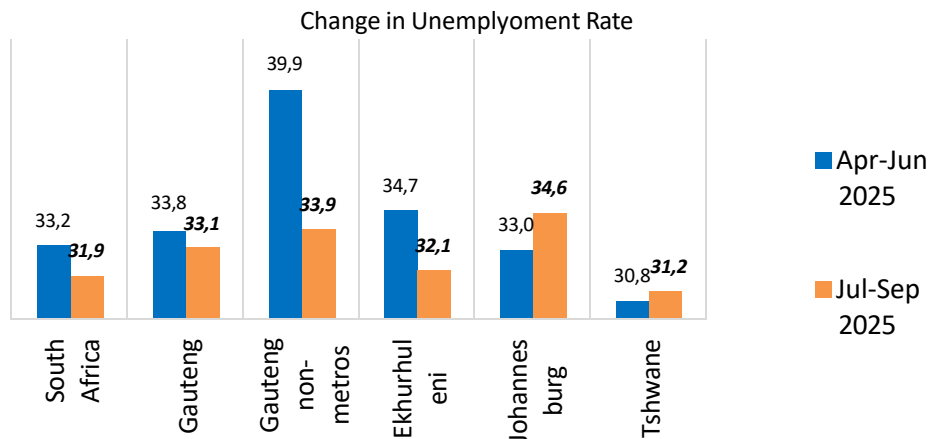
Figure 3: Provincial employment in Q3 2025 ('000)



StatsSA (2025); GGDA BI

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), largely 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. 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.

Figure 4: Regional Unemployment Rates %



More broadly, Ekurhuleni’s performance contrasts with slower or negative employment trends elsewhere in the province, underscoring its role as Gauteng’s manufacturing and logistics backbone. As the host region of the OR Tambo SEZ, Ekurhuleni is increasingly positioned to translate national and provincial investment flows into place-based employment outcomes, particularly in sectors that are capital-intensive but generate wider job multipliers through construction, operations, maintenance, and supplier networks. This reinforces the case for continued prioritisation of SEZ-linked infrastructure, skills pipelines, and investor facilitation in Ekurhuleni to sustain and deepen employment growth.

**Trade performance**

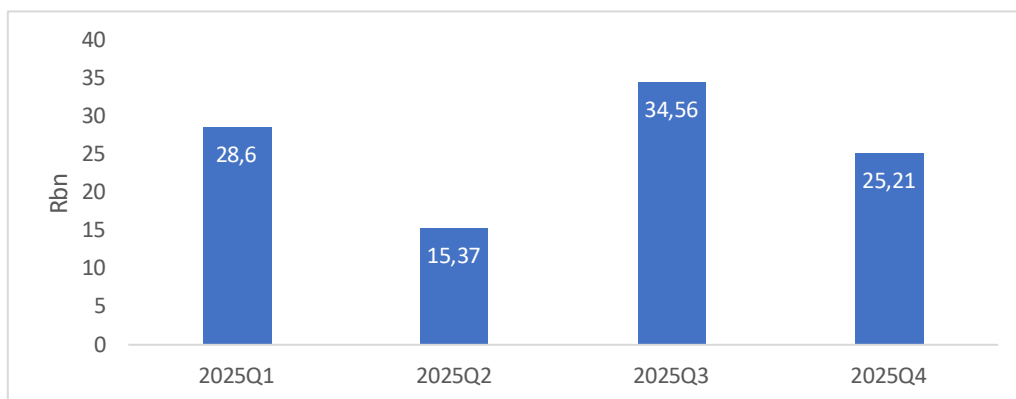
Trade conditions in Q3 2025 remained challenging, shaped by weaker global growth, heightened geopolitical tensions, commodity price volatility and persistent logistics constraints. In the first half of 2025, South Africa’s exports declined by 1.4% year-on-year, while imports fell marginally by 0.3%, 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. 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.

**Inflows of Foreign Direct Investment to South Africa in Q4 2025**

In the fourth quarter of 2025, South Africa received R25.207 billion worth of FDI that created 4167 jobs, which was significantly lower than what was received in Q3 2025 when the country received R34.56 billion worth of FDI. In the period under review, the Gauteng city region accounted for 40% of FDI inflows (R978 billion) which was the highest in the country. The second highest recipient of FDI during this period was the Western Cape which received R6.28 billion of the total inflows to South Africa. The other province which received meaningful amount of FDI was North West which received R4.73 billion, while FDI inflows worth R1.5 billion went to unspecified locations. However, an accurate estimate will be made once all the FDI data has been reported.

*Figure 5: FDI inflows to SA from 2025Q1 to 2025Q4 (R billion)*



*FDi Markets 2026; GGDA BI*

**Why does this matter for Gauteng**

The Q4 2025 FDI profile aligns strongly with the strategic mandate of GIDZ, positioning Gauteng as a primary gateway for globally mobile investment. Capital-intensive inflows into mining, communications,

automotive OEMs, business services, software & IT, electronics, and food & beverages mirror the OR Tambo SEZ’s focus on advanced manufacturing, high-value logistics, digital infrastructure, and export-oriented industrial activity linked to air-cargo connectivity. For Gauteng, this data reinforces the importance of sector-targeted project packaging, infrastructure readiness, and fast-tracked investor facilitation.

**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 1.4–1.8% between 2026–2028, supported by improved electricity supply, logistics reform, rising infrastructure investment, and stabilising macro-financial conditions. Inflation moderating and declining risk premia 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. This environment strengthens the case for fast-tracking investment-ready projects within SEZs, such as those linked to logistics, advanced manufacturing, and export-oriented services. This will ensure improving macro conditions are converted into tangible, place-based industrial activity and employment outcomes.

**Implications for GGDA Strategy**

*Figure 6: Implications from Macro Economic Outlook*

Strategic Dimension	Q3 2025 Economic Signal	Strategic Implication for Gauteng	GGDA Strategic Role	Required Strategic Response (GGDA-Led)
<b>Macro Positioning</b>	SA has shifted from macro deterioration to credible stabilisation	Gauteng must move from recovery to <b>growth acceleration leadership</b>	<b>Strategic integrator and reform amplifier</b>	Translate national reforms into province-level execution plans and flagship growth initiatives
<b>Infrastructure-Led Growth</b>	Infrastructure bond + BFI reform unlock long-duration capital	Infrastructure becomes the <b>primary growth lever</b>	<b>Project pipeline architect &amp; capital mobiliser</b>	Prepare bankable infrastructure pipelines (energy, logistics, water, industrial services) aligned to BFI and PPP frameworks
<b>Trade &amp; Industrial Strategy</b>	Gauteng exports contracted despite dominance in trade flows	Trade must shift from volume to <b>resilience and value-add</b>	<b>Industrial strategist &amp; export enabler</b>	Drive beneficiation, export diversification and corridor-based industrial value chains (AfCFTA-aligned)
<b>Labour Market Dynamics</b>	Gauteng accounts for ~70% of national job gains, but growth uneven	Job creation risks being low-productivity	<b>Jobs-to-growth alignment catalyst</b>	Anchor employment creation in infrastructure delivery, manufacturing, logistics, SEZs and township industrialisation

Strategic Dimension	Q3 2025 Economic Signal	Strategic Implication for Gauteng	GGDA Strategic Role	Required Strategic Response (GGDA-Led)
<b>Investment Climate</b>	S&P upgrade improves investor sentiment, window is narrow	Capital inflows are <b>execution-sensitive</b>	<b>Facilitator, converter &amp; aftercare lead</b>	Shift focus from promotion to deal-closing, fast-tracking investment conversion and retention
<b>Role of GGDA</b>	National reforms require sub-national delivery capability	Delivery risk sits at provincial and local level	<b>System orchestrator across public &amp; private actors</b>	Coordinate municipalities, SOEs, DFIs and investors around priority projects and sectors
<b>Economic Narrative</b>	Gauteng's growth convergence reduces automatic outperformance	Differentiation must be strategic, not statistical	<b>Narrative shaper &amp; positioning authority</b>	Position Gauteng as Africa's infrastructure, industrial and trade coordination hub
<b>Risk Environment</b>	Global volatility, logistics bottlenecks and weak manufacturing persist	Growth recovery remains fragile	<b>Risk-aware growth enabler</b>	De-risk projects through sequencing, blended finance, governance strengthening and delivery assurance
<b>Medium-Term Growth Path</b>	GDP growth improving but still below EM peers	Incremental growth insufficient for labour absorption	<b>Catalytic growth designer</b>	Prioritise scale interventions that lift potential growth above baseline

## 6. Internal environment analysis

An analysis of the internal environment was done through utilising the SWOT technique.

INTERNAL FACTORS	
STRENGTHS +	WEAKNESSES –
<ul style="list-style-type: none"> <li>● Pockets of strong subject matter expertise.</li> <li>● Competent management.</li> <li>● Political will and support.</li> <li>● Unqualified audits.</li> <li>● Supportive stakeholders and Board.</li> </ul>	<ul style="list-style-type: none"> <li>● Brand Visibility.</li> <li>● Insufficient budget and funds allocation.</li> <li>● Organisational structure is not keeping up with the evolving organisation.</li> <li>● Reliance on shared service in some areas disadvantages the organisation in achieving efficiencies in service delivery.</li> </ul>
EXTERNAL FACTORS	

OPPORTUNITIES +	THREATS –
<ul style="list-style-type: none"> <li>● Establish a better destination and economic brand hierarchy for global marketing efforts.</li> <li>● Effective partnering with relevant stakeholders.</li> <li>● Positioning of OR Tambo SEZ as a prototype aerotropolis SEZ.</li> <li>● Unlocking other funding resources and investments.</li> </ul>	<ul style="list-style-type: none"> <li>● Government legislations/regulation constraints</li> <li>● Political volatility/uncertainty.</li> <li>● Declining investor and business confidence.</li> <li>● Exchange rate fluctuations and inflationary pressures.</li> <li>● Safety and security issues (perceived and real)</li> <li>● Unforeseeable weather conditions that impact on construction progress.</li> <li>● Labour unrests.</li> </ul>

## 7. Operating Context

### Legislative Constraints

As a Special Purpose Vehicle established to develop and operate the Industrial Development Zone, the GIDZ was granted an IDZ Operator Permit by the then Minister of the Department of Trade and Industry, Dr. Rob Davies during December 2010.

The IDZ Operator Permit, which was issued in terms of Regulations 57 (e) and 17 of the IDZ programme (as amended), indicates that the Operator is authorised to develop and operate the OR Tambo IDZ. Pursuant to this, a new SEZ Act came into effect. The main aim of the Act is to create enabling platforms for the effective and efficient implementation of the SEZ programme.

Constraints have however been identified in the Act's implementation. These relate to **governance arrangements** that must be put in place for the SEZ entity. Specifically, **Section 25(2) of the SEZ Act** requires that entities established to manage the SEZs must either be national government enterprise or provincial government business enterprises contemplated in section 1 of the Public Finance Management Act. This clause has created a challenge, especially for SEZ companies established before the Act became operational; these include companies such as the GIDZ who in terms of the Act were established as 3C enterprises or subsidiaries of 3C enterprises.

Furthermore, SEZ companies existing prior to the operationalization of the new Act are required to fully transition into SEZs within a three-year period of the Act's operationalisation. The companies were further required to submit a plan confirming arrangements to be effected in this regard.

Whilst it can be confirmed that the GIDZ has submitted and secured approval on its plan to transition; the issue of the GIDZ's scheduling is yet to be finalized. This notwithstanding, the **GIDZ continues to operate in compliance to all legislative and regulatory requirements** that guide the operations of a public entity; these include the SEZ Act, PFMA, Companies Act and other applicable statutes, regulations and guidelines.

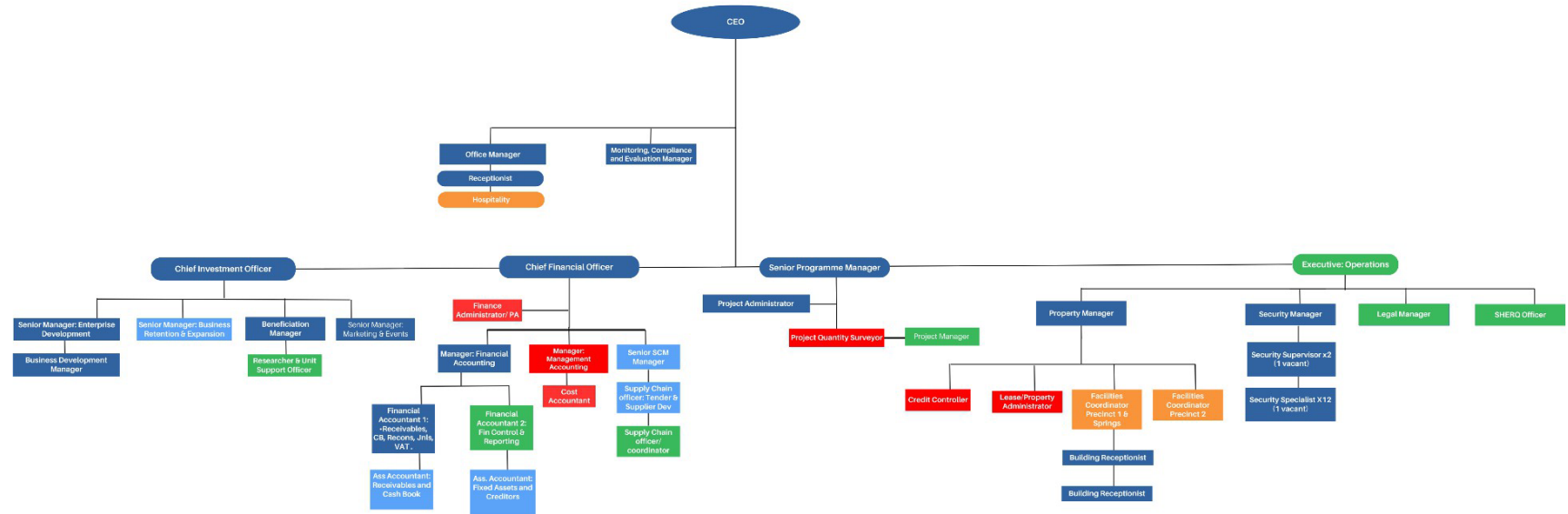
## **Institutional Arrangements**

The GIDZ operates within a shared services model of the GGDA, with some functions managed at Group Level. In support of this, the below institutional arrangements presently exist. It should however be noted that the structure of the organisation will continue to be reviewed as the Company evolves.

For 2026/27 the operations of the GIDZ are structured as follows:

GIDZ Organogram

Filled	Blue
On Structure - Unfunded Vacant	Orange
New Request - Unfunded Vacant	Red
New Request - Funded Vacant	Light Blue
On Structure - Funded & Vacant	Green



## 8. Geographic Footprint

Following conclusion of land arrangements on where the IDZ would be located and in support of the requirements of the new SEZ Act (No. 16 of 2014) that came into effect during 2016, the IDZ re-designated and gazetted by way of public notice, the land parcels forming part of its SEZ programme. In this regard, in September 2019, the **following land parcels were formally gazetted as part of the now renamed OR Tambo International Airport SEZ:**

### OR Tambo SEZ Precinct 1

This is a 7,5ha land parcel located inside the property boundaries of OR Tambo International Airport. Located on the northern part of the Airport, this site forms part of the original land parcels that were identified for the then OR Tambo International Airport IDZ.

It is at this Precinct that one of the largest fresh food factories in the world with the second largest refrigeration plant globally has been established. This Precinct is also home to the Jewellery Manufacturing Precinct (JMP), a mineral beneficiation cluster conceptualised to promote productivity and export of mineral beneficiated products from South Africa.

Together, the development and operations of the food and mineral beneficiation activities at OR Tambo SEZ Precinct 1 are projected to contribute over R20b to South Africa's GDP. In addition, 800 and 2500 construction and direct jobs will be created respectively.

The completion of OR Tambo SEZ Precinct 1 development has yielded significant outcomes, with eighteen investors currently operating within the precinct. To date, the development has generated 1,636 construction jobs and 2,734 jobs through tenant operations. The precinct has also facilitated 43 internships in operations and construction. Furthermore, the agro-processing activities of the investor at OR Tambo SEZ Precinct 1 support over 5 000 economic opportunities across the value chain, thereby ensuring that direct, indirect and induced agricultural economic opportunities are realised and retained through the operations of the SEZ.

Administratively, the precinct achieved National Key Point registration in the 2024/25 financial year, highlighting its strategic importance and security. The South African Civil Aviation Authority has also approved the OR Tambo SEZ Helipad's operationalization within Precinct 1.

### OR Tambo SEZ Precinct 2

OR Tambo SEZ Precinct 2 is a 29ha land parcel located in Kempton Park along Atlas Road, adjacent to OR Tambo SEZ Precinct 1. In lieu of its competitive location in proximity to the OR Tambo International Airport, this land parcel is earmarked for the production and export of high value low mass products; these include perishables (viz. pharmaceutical and medical devices and fresh food products), electronics as well as advanced components.

The development of OR Tambo SEZ Precinct 2 is projected to contribute the following to the Country's economy:

- Job creation: 6 390 Construction jobs (Skilled 1441, Semi-Skilled 3567 and Low-Skilled 1382);
- Increased exports through OR Tambo International Airport;

- R2.7 billion revenue projections over 30 years / IRR 13.71% based on Land Preparation only (i.e. Tenant Development of Top Structures);
- R20.7 billion revenue projections over 30 years/IRR 12.75% for GIDZ built Top Structure;
- Enhanced technical skills, supported by a successful skills development programme

## **Springs Precinct**

The Springs Precinct is a 13,9ha land parcel located next to the Impala Platinum Refinery in Springs, Ekurhuleni. Situated on the northern fringes of the Springs urban area – approximately 3,5km north of the CBD and some 30kms from OR Tambo International Airport, the Precinct has been identified as suitable for the production and export of PGM related products via air freight. These include fuel cells, an emerging US\$5b market projected to reach US\$40b by 2026.

In addition, the Springs Precinct is earmarked for the enhanced manufacturing of capital and mining equipment. In this regard, Ekurhuleni is already a major supplier of capital equipment into sub-Saharan markets in Africa. Studies have however revealed that there is a need to incentive localization aimed at growing this R85b industry into one that can take advantage of infrastructure development opportunities to continue being experienced in Africa over the next 2 decades. Within this context and in lieu of its proximity to the OR Tambo International Airport as well as the site's easy access to the N1 (South Africa's road connection to north of the continent), this Precinct is ideal for the manufacturing of products that can move by both road and air freight.

From a socio-economic perspective, it is envisaged that development of this Precinct will contribute the following to the economy of the Country:

- Job creation: 1 648 Construction jobs (Skilled 372, Semi-Skilled 920 and Low-Skilled 356);
- Estimated R100 million contribution to the country's exports;
- R514 Million revenue projections over 30 years / IRR 10.87% based on Land Preparation only (i.e. Tenant Development of Top Structures);
- R4.6 Billion revenue projections over 30 years/IRR 11.98% based on GIDZ built Top Structure Leases;
- Enhanced technical skills, supported by successful skills development programme.

## PART C: LEGISLATED FUNCTIONS & PROJECTED SOCIO-ECONOMIC RETURNS OF THE OR TAMBO SEZ PROGRAMME

### 9. Legislated Functions

The Operator Permit granted to the GIDZ requires the entity to undertake two key functions viz: **infrastructure development as well as investment attraction and facilitation.**

Concurrently, the **new SEZ Act** which was introduced to, inter alia, create enabling platforms for the effective and efficient implementation of the South African SEZ programme **requires that SEZ companies contribute to industrial and economy growth.** Amongst others, it is envisaged that the Companies will support the country's increase in FDI and export promotion, whilst also assisting to strengthen South Africa's industrial base and absorption. Specifically, **Section 35 of the SEZ Act has highlighted the following as functions of the SEZ Operator:**

- **Implementation of the strategic plan**, same that must be undertaken within the framework of the SEZ strategy;
- Provide or facilitate the **provision of infrastructure and other services** that the SEZ requires for its operations;
- Make **improvements to the SEZ and its facilities** thereof;
- Provide adequate demarcation for the **Customs Controlled Area** for the protection of revenue together with suitable provision for the movement of conveyances, vessels and goods entering or leaving the SEZ;
- Provide **adequate security** for the SEZ's operations;
- Adopt **rules and regulations for businesses operating within the SEZ**, in order to promote their safe and efficient operations;
- **Maintain adequate and proper accounts** and other records in relation to the business operations of the SEZ;
- **Promote the SEZ as a foreign or domestic direct investment destination;**
- **Recommend approvals to the Advisory Board** for the location of businesses at the SEZ;
- **Make applications** to the Minister of Finance **for support measures** in the form and manner prescribed, including **funding applications as well as access to incentive schemes;**
- **Facilitate a single point of contact or One Stop Shop** that delivers required services to business operating in the SEZ thereby ensuring simplified procedures; and
- **Perform any other activities within the scope of the SEZ Act** that promote the effective functioning of the SEZ.

More recently and in support of engagements held at national level, SEZs are also expected to **facilitate the identification of and access to opportunities for MSMEs and / or emerging enterprises.**

As the organisation designated with the responsibility to oversee all the above, the GIDZ has developed this APP: with accompanying targets and outcome indicators.

The entity will, through the implementation of the outcome indicators, also address the National Development Plan 2030 priorities, specifically Priority 1, which is – Economic Transformation and Job Creation. Collectively, these outcomes will contribute to the overall strategic provincial priorities set out in the GGT2030.

## PART D: PERFORMANCE INFORMATION

### 10. Institutional Performance Information

#### Programme 1: Infrastructure Development

**Purpose:** To project manage the infrastructure development of the OR Tambo SEZ.

#### Outcomes, Outputs, Performance Indicators and Targets

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
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% bulk infrastructure development completed	50% bulk infrastructure development completed	95% bulk infrastructure development completed	100% bulk infrastructure development completed	-

#### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
% of OR Tambo SEZ Precinct 2 bulk infrastructure development completed	95% bulk infrastructure development completed	60% bulk infrastructure development completed	75% bulk infrastructure development completed	85% bulk infrastructure development completed	95% bulk infrastructure development completed

## Programme 2: Investor Attraction

**Purpose:** To enhance stakeholder engagements and facilitate investor attraction into the OR Tambo SEZ.

### Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2025/2026	MTEF Period		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Structurally transformed economy	Economic Opportunities facilitated for MSMEs	Number of MSMEs who benefitted from the OR Tambo SEZ programmes	132	51	55	60	70	80	90
Attractiveness of Gauteng as preferred investment destination economy	Value of Domestic and foreign investment committed into the SEZ	Rand value of investment committed to the OR Tambo SEZ	R1,3bn	-	-	R2bn	R2bn	R1bn	R1bn
	OR Tambo SEZ Precinct 1 investment portfolio retained	% Average occupancy rate per annum for Precinct 1 tracked	New	New	New	90%	90%	90%	90%

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of MSMEs who benefitted from the OR Tambo SEZ programmes	70	10	30	50	70
Rand value of investment committed to the OR Tambo SEZ	R2bn	-	-	-	R2bn
% Average occupancy rate per annum for Precinct 1 tracked	90%	-	-	-	90%

**Programme 3: Operations – Assets and Facilities Management**

**Purpose:** To deliver efficient and effective Facilities and Security Management services for tenants who occupy the OR Tambo SEZ

**Outcomes, Outputs, Performance Indicators and Targets**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2025/2026	MTEF Period		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Revenue enhancement	Optimize operational efficiency	% of preventative maintenance implemented	New	New	New	80%	80%	80%	80%

**Indicators, Annual and Quarterly Targets**

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
% of preventative maintenance implemented	80%	80%	80%	80%	80%

**Programme 4: Finance**

**Purpose:** To enhance financial accountability and compliance with prescribed financial regulations and guidelines

**Outcomes, Outputs, Performance Indicators and Targets**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance 2025/2026	MTEF Period		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Revenue enhancement	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
Own revenue generated from OR Tambo SEZ properties	R79m	R19.4m	R39,1m	R59m	R79m

## **Explanation of planned performance over the MTEF period**

In support of the legislated functions as well as areas identified for alignment from the GGT 2030, the 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 OR Tambo 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 OR Tambo SEZ Precinct 2 and the Springs Precinct is realised. Specific to the latter, the issue of bulk infrastructure and its timely readiness become key to the success of the SEZ programme. Funding for bulk development for Springs Precinct has still not been confirmed, noting this, the GIDZ has strategically decided to relegate the Springs Precinct targets to the Operational Plan level.

### **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 the 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, the GIDZ has defined targets for achievement in its performance. However, the GIDZ recognises the significant challenges presented by budgetary constraints, particularly in relation to the infrastructure development projects for Precinct 2 (top structure) and the Springs Precinct. These projects are crucial to achieving investment targets, so the success of investment-related goals will depend on the progress and outcomes of the afore-mentioned projects.

### **Enterprise Development**

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

### **Operations – Assets, Facilities Management and Revenue Enhancement**

The OR Tambo SEZ Precinct 1 became fully operational in the fourth quarter of the 2024/25 financial year, following the completion of PGM cluster tenant fit-out, the focus has shifted from construction deliverables to driving operational success. At this stage, achieving financial sustainability is paramount. The strategy revolves around diversifying revenue streams, optimizing costs, and ensuring operational efficiency. The Operations, Investor Attraction, and Finance programmes will collaborate closely to monitor the precinct's financial health, implement targeted interventions, and continuously

refine strategies to maximize cost-efficiency while safeguarding the integrity and growth of the investment portfolio. By prioritizing these areas, the precinct will remain financially robust and poised for long-term success.

## 12. Programme Resource Considerations

Budget Allocation for programme and sub-programmes.

	GIDZ							
Programme	Audited Outcome			Main appropriation (Sept 2025)	Adjusted appropriation (Feb 2026)	Medium-term estimates		
	2022/23 R'000	2023/24 R'000	2024/25	2025/26 R'000		2026/27 R'000	2027/28 R'000	2028/29 R'000
Programme 1: Phase 1 Infrastructure development (land lease MTEF funded)	6 552	7 076	7 642	8 253	8 253	8 913	9 626	10 396
Programme 2: OPEX and Other Projects	15 458	24 053	21 175	20 701	20 701	19 041	20 631	21 219
Programme 3: JMP Top Structures	75 740	14 000	-	-	-	-	-	-
Programme 4: Expansion of the IDZ Programme - Precinct 2 Bulk Infrastructure	-	65 000	115 000	160 000	160 000	200 000	130 003	-
	<b>97 750</b>	<b>110 129</b>	<b>143 817</b>	<b>188 954</b>	<b>188 954</b>	<b>227 954</b>	<b>160 260</b>	<b>31 615</b>

	Economic classification							
	Audited Outcome			Main appropriation (Sept 2025)	Adjusted appropriation (Feb 2026)	Medium-term estimates		
	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/2026 R'000		2026/27 R'000	2027/28 R'000	2028/29 R'000
<b>Current payments</b>	<b>60 710</b>	<b>110 129</b>	<b>143 817</b>	<b>188 954</b>	<b>188 954</b>	<b>227 954</b>	<b>160 260</b>	<b>31 615</b>
Compensation of employees	18 995	21 125	18 238	18 064	18 064	17 814	18 527	19 083
Goods and services	72 203	81 928	117 937	162 637	162 637	201 227	132 107	2 136
Interest and rent of land	6 552	7 076	7 642	8 253	8 253	8 913	9 626	10 396
<b>Total economic classification:</b>	<b>97 750</b>	<b>110 129</b>	<b>143 817</b>	<b>188 954</b>	<b>188 954</b>	<b>227 954</b>	<b>160 260</b>	<b>31 615</b>

### 13. Key Risks

Outcomes	No	Key Risks	Risk Mitigation
Levels of economic activity in localities in which infrastructure was delivered	1	Inability to timeously and efficiently deliver economic infrastructure (Precinct 2)	<ul style="list-style-type: none"> <li>The contractor for bulk infrastructure development was appointed in the 2024/25 financial year.</li> <li>Weekly project management meetings are attended by the Contractor, PRT, and GIDZ.</li> <li>Monthly progress reports are submitted by the PRT.</li> <li>Documents are reviewed by GIDZ and thereafter finalised for signature.</li> </ul>
Enhanced skills development to support inclusive economic growth	2	Internship programme outcomes not achieved	<ul style="list-style-type: none"> <li>As part of the contracting process, the contractor is required to ensure the development of interns.</li> <li>Further to the above, the GIDZ attracts interns to other parts of its operations, annually.</li> <li>Continuous engagement with interns to ensure they find the programme valuable.</li> <li>Contractor required to submit a structured workplace training programme.</li> <li>Internal Training reports for interns participating in GIDZ operations.</li> </ul>
Attractiveness of Gauteng as preferred investment destination economy	3	Failure to secure targeted investment into the SEZ	<ul style="list-style-type: none"> <li>Promotion of other benefits of being located in the SEZ</li> <li>Continue engaging Treasury and dtic on tax incentives as well as improvements required to the SEZ programme regime and ensure ongoing stakeholder engagements.</li> </ul>
Structurally transformed economy	4	Inability to develop MSMEs in the SEZ	<ul style="list-style-type: none"> <li>Monitor the Implementation of the Enterprise Development Strategy</li> <li>Stakeholder engagements and networking</li> </ul>

#### 14. Public Entities

Not applicable to the GIDZ, as it is a public entity, schedule 3C PFMA listing, as a subsidiary of GGDA.

#### 15. Infrastructure Projects

No	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost/allocated budget	Expenditure
1.	OR Tambo SEZ Precinct 2 - Bulk Infrastructure Development	Programme 1: Infrastructure Development	Bulk infrastructure development	Precinct 2 Bulk Infrastructure development	24 February 2025	31 July 2027	<b>a) Total Allocated Budget for 2026/27:</b> <b>R200 million</b> <b>b) Total Estimated Cost for 2026/27:</b> <b>PRT - R 4 million</b> <b>Contractor - R 200 million</b> <b>c) Total Estimated Cost for the Entire Project:</b> <b>PRT – R11.2 million</b> <b>Contractor - R430 million (estimated total project cost)</b>	N/A
2.	Springs Precinct Bulk Infrastructure Development	Programme 1: Infrastructure Development	Bulk infrastructure development	Springs Precinct Bulk Infrastructure Development	TBC	TBC	<b>R0 (2026/27)</b> <b>Total Estimated Cost</b> <b>PRT – R5.8 million</b> <b>Contractor - R233.4 million</b>	N/A
3.	OR Tambo SEZ Precinct 2 Infrastructure Development	Programme 1: Infrastructure Development	OR Tambo SEZ Precinct 2 Infrastructure Development	OR Tambo SEZ Precinct 2 Infrastructure Development	TBC	Dependant on tenant uptake	<b>R0 (2026/27)</b> <b>R5.2 billion (estimated total project cost)</b>	N/A

No	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost/allocated budget	Expenditure
		nt	(Top structure)					
4.	Springs Precinct infrastructure Development	Programme 1: Infrastructure Development	Springs Precinct Infrastructure Development (Top structure)	Springs Precinct infrastructure Development	TBC	Dependant on tenant uptake	<b>R0 (2026/27)</b> <b>R477 million (estimated total project cost)</b>	N/A
5.	Springs Precinct Infrastructure Development	Programme 1: Infrastructure Development	Springs Precinct Infrastructure Development (Fencing)	Springs Precinct Infrastructure Development	TBC	TBC	<b>R 0 (2026/27)</b> <b>R5,2 million (estimated total project cost)</b>	N/A

## **16. Public Private Partnerships**

Not applicable to GIDZ as the GIDZ does not have any Public-Private Partnerships at the point of finalising this Annual Performance Plan.

## Part E: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

### Programme 1: Infrastructure Development

Indicator title	% of OR Tambo SEZ Precinct 2 bulk infrastructure development completed
<b>Definition</b>	<p>This indicator measures the progress achieved in the construction process (Bulk Infrastructure Development for OR Tambo SEZ Precinct 2). During the 2026/27 financial year, the following milestones will be tracked to gauge the progress:</p> <p>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</p> <p>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</p> <p>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.</p> <p>Q4: 95%- Completion of hot commissioning, Commencement with handover preparation, Preparation of all as-built drawings &amp; OEM Equipment Manuals, Provide Maintenance + Equipment Operational, Equipment operational training with OEMs, Documentation sign-off by municipality and GIDZ</p>
<b>Source of data</b>	Progress Report (Bulk Infrastructure Development)
<b>Method of calculation / assessment</b>	<p>Quantitative- Percentage of the construction activities completed against the planned activities for the bulk infrastructure project.</p> <p>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.</p>
<b>Means of verification</b>	Progress Report, Project Plan and Progress pictures (where applicable)
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Availability of project funding throughout the financial year.</li> <li>• Continuous performance by contractors and PSPs in accordance with contractual obligations.</li> <li>• No material disruptions (e.g., force majeure, community unrest, labour disputes, or adverse weather conditions).</li> <li>• All regulatory approvals, land access, and utilities remain in place and uninterrupted.</li> </ul>
<b>Disaggregation of beneficiaries [where applicable]</b>	N/A
<b>Spatial transformation [where applicable]</b>	<p>Contribution to spatial transformation priorities:</p> <p>Economic Infrastructure Development</p> <p>Job Creation</p> <p>MSMEs Support</p> <p>Eastern corridor/Ekurhuleni Metropolitan Municipality</p>
<b>Calculation Type</b>	Cumulative (year-to-date)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	95% bulk infrastructure development completed.
<b>Indicator Responsibility</b>	Senior Programme Manager: Infrastructure Development (GIDZ)

## Programme 2: Investor Attractions

Indicator title	Number of Micro Small and Medium Enterprises (MSMEs) who benefitted from the OR Tambo SEZ programmes
<b>Definition</b>	<p>This indicator measures the number of MSMEs who benefitted through the infrastructure development and Operations of the OR Tambo SEZ.</p> <p>The following benefits are provided to MSMEs under this target:</p> <ul style="list-style-type: none"> <li>• Business development support/training (non-financial),</li> <li>• Facilitating collaboration between MSMEs and funding institutions,</li> <li>• Access to market (Financial)</li> </ul> <p>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.</p> <p>Therefore, the empowerment of MSMEs through the implementation of the Enterprise Development Strategy is the basis for the achievement of this indicator.</p>
<b>Source of data</b>	Reports on MSMEs with access to empowerment opportunities created in the various areas of SEZ Operations and Infrastructure Development.
<b>Method of calculation / assessment</b>	Quantitative- Simple count of the number of MSMEs benefiting from the ORTIA SEZ
<b>Means of verification</b>	MSME database /invoices/ proof of payment/ MSME expenditure report/ attendance register/business diagnostic report /confirmation of attendance letters
<b>Assumptions</b>	Availability of Enterprise Development opportunities and adequate resources (financial and human) in the SEZ Operations and Infrastructure Development.
<b>Disaggregation of beneficiaries [where applicable]</b>	Youth and women
<b>Spatial transformation [where applicable]</b>	<p>Contribution to spatial transformation priorities:</p> <p>Economic Infrastructure Development</p> <p>Job Creation</p> <p>MSMEs Support</p> <p>Spatial impact in the Ekurhuleni metropolitan area</p>
<b>Calculation Type</b>	Cumulative (year-to-date)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	70 MSMEs who benefit from OR Tambo SEZ.
<b>Indicator Responsibility</b>	Senior Enterprise Development Manager/Senior Programme Manager: Infrastructure Development (GIDZ)/ Property Manager

## Programme 2: Investor Attraction

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]	Contribution to spatial transformation priorities Increase in Investment and Export MSMEs Support Spatial impact area Ekurhuleni
Calculation Type	Non-Cumulative
Reporting cycle	Annually
Desired performance	R2bn of domestic and foreign Investment committed for OR Tambo SEZ
Indicator Responsibility	Chief Investment Facilitator (GIDZ)

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]	Contribution to spatial transformation priorities: Increase in Investment and Export MSMEs Support, Spatial impact area Ekurhuleni
Calculation Type	Non- cumulative
Reporting cycle	Annually
Desired performance	90% average occupancy at ORTIA Precinct 1
Indicator Responsibility	Chief Investment Facilitator (GIDZ)

### Programme 3: Operations – Assets and Facilities Management

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	<ul style="list-style-type: none"> <li>• Sufficient budget for maintenance</li> <li>• Availability of service providers to implement maintenance.</li> </ul>
Disaggregation of beneficiaries [where applicable]	Not applicable
Spatial transformation [where applicable]	Contribution to spatial transformation priorities MSMEs Support Spatial impact area Ekurhuleni
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	80% preventative maintenance implemented
Indicator Responsibility	Executive: Strategic Operations and Property Manager

### Programme 4: Finance

Indicator title	Own revenue generated from OR Tambo SEZ properties
Definition	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	Add total value of all income accrued from tenants, excluding VAT and metered charges and re-imburements.  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 and general ledger.
Assumptions	<ul style="list-style-type: none"> <li>• OR Tambo SEZ Precinct 1 investment portfolio retained</li> <li>• All revenue generated is invoiced accurately and timeously.</li> </ul>
Disaggregation of beneficiaries [where applicable]	Not applicable
Spatial transformation [where applicable]	Eastern corridor/Ekurhuleni Metropolitan Municipality
Calculation Type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	R79 million
Indicator Responsibility	Chief Financial Officer

## Annexure A: Amendments to the 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 TARGETS		OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Revenue enhancement	Total revenue generated from OR Tambo SEZ Properties	new	R475m	Revised five-year target	Revenue enhancement	Total revenue generated from OR Tambo SEZ Properties	R72m	R426m

## Annexure B: Conditional Grants

Not applicable to GIDZ because the entity does not provide any grants. The entity’s grants received from both province (MTEF) and the DTIC’s SEZ fund, are all classified as conditional grants.

## Annexure C: Consolidated Indicators

Not applicable to GIDZ.