Gauteng Infrastructure Financing Agency

Final

Annual Performance Plan

2025/26

Executive Authority Statement

The year 2025 will mark the first year of the 7th Administration of government at national and provincial level. The Government of Provincial Unity GPU) in Gauteng has been tasked with ensuring that government plans and actions are geared towards the achievement of the 2030 goals as outlined in the National Development Plan 2030 (NDP). The three national strategic priorities of the Medium-Term Development Plan (MTDP) continue to underpin our strategic direction as a province:

1) Drive inclusive growth and job creation.
2) Reduce poverty and tackle the high cost of living.
3) Build a capable, ethical and developmental state.

This Annual Performance Plan for 2025/26 sets the path of the journey towards resolving the 13 Problems (aptly, termed the G13) identified by the Executive Council led by the Hon. Premier, Panyaza Lesufi. One of the problems identified is the interruptions of water supply in Gauteng Province due to aging infrastructure, water leaks and power failures. This problem has been plaguing municipalities, and it is the responsibility of the provincial government to support municipalities by working with national government's Department of Water and Sanitation. The Gauteng Infrastructure Financing Agency (GIFA) has a critical role to play in providing funding solutions for bulk infrastructure and this should go a long way towards assisting the provincial government to resolve the water problem. The GIFA will work the departments of Infrastructure Development, Cooperative Governance and Traditional Affairs (COGTA) and municipalities in this regard.

Provision of sustainable electricity supply to all households and businesses across Gauteng remains the Executive Council's priority, hence, it is identified as one of the G13. To address this problem, the province is planning to expand the generation capacity, drive renewable energy solutions and protect critical infrastructure. The GIFA will play a critical role in supporting the provincial government to solve this problem, by seeking innovative ways to diversify the energy mix with projects such as the waste-to-energy projects in the City of Johannesburg, City of Tshwane and Ekurhuleni. Also facilitating the last leg of the Merafong Solar Farm Cluster, where land lease agreements have already been signed.

The advent of National Health Insurance (NHI) has put pressure on government to ensure that it is well prepared to offer quality health service to the citizens of South Africa. Our health care infrastructure needs to meet the requirements and standards of rolling out NHI. Hence, the decision to list hospitals and clinics as one of the G13 problems. The accelerating of infrastructure improvements for better health care delivery is a priority for the provincial government. The GIFA, working with the departments of Health and Infrastructure Development will provide solutions for the following hospitals, Kyalami, Kempton Park, Daveyton, Olivenhoutbosch, Soshanguve and Orange Farm.

The Executive Council acknowledges that access to schools is critical for the province, to provide quality education. Gauteng province is beset with high levels of migration, thus putting pressure on the provincial government to provide adequate and good school infrastructure. Lack of schools is a G13 problem and GIFA has already made strides in supporting the departments of Education and Infrastructure Development by developing business cases to raise off-budget funding for schools' infrastructure. The GIFA will continue to provide this support to augment the fiscal allocation for schools' infrastructure.

The CBD of Johannesburg is one of the biggest economic hubs in the continent. Its failing infrastructure and degradation is undeserved. The Executive Council has listed the failing infrastructure of the CDB as one of the G13 problems and it is imperative that this colossus rises to its former glory. The Joburg CBD contains some of the biggest property portfolios in the province or South Africa and GIFA can play a critical role by providing property commercialisation solutions that could assist to revitalise the CBD and providing revenue avenues for the province.

Lastly, the GIFA being an entity established to raise alternative funding for strategic infrastructure is expected to support a key provincial priority of attracting investment into the provincial initiated programmes.

The GIFA will be working mainly with the Department of Infrastructure Development (DID) and COGTA in a tripartite collaboration forged at the Strategic Planning Session held on the 8-9 February 2025 to implement the 10 Priorities or Integrates that will complement the provincial government in solving the G13 Problems. The 10 Priorities adopted are:

- Priority 1: **Turnaround of Municipalities**
- Priority 2: **CBD Revitalisation**
- Priority 3: **Water Sustainability and Infrastructure**
- Priority 4: **Energy Strategy and Response Plan**
- Priority 5: **Indigent Register**
- Priority 6: **Bulk Infrastructure**
- Priority 7: **Optimizing Government Strategic Assets**
- Priority 8: **Alexandra Renewal Project**
- Priority 9: **Cleaning and Waste Management**
- Priority 10: **Job Creation (Nasi'Ispani)**

Our annual performance plans over the term period (2024 – 2009) will be guided by the implementation of these priorities. Systems and processes will be developed by the tri-partite entities to ensure that resources are allocated, coordination is seamless, and monitoring and evaluation is effective and efficient.

As the MEC for Infrastructure Development and Co-operative Governance and Traditional Affairs, I hereby endorse the GIFA's 2025/26 Annual Performance Plan, and I will provide support to ensure that its implementation is successful.

Mr. J. Mamabolo
MEC: Infrastructure Development and Co-operative Governance and Traditional Affairs
Date:2025/03/03

Accounting Officer Statement

The purpose of the GIFA's 2025/26 Annual Performance Plan (APP) is to outline the Outputs and Targets for the entity in the Medium-term Expenditure Framework (MTEF) period. The APP also puts in place the indicators to be used to measure the entity's performance over the set period. The 2025/26 APP provides the plans towards the achievement of the two outcomes of the GIFA's 5-year Strategic Plan:

- **Outcome 1:** *Bankable infrastructure projects prepared for alternative financing mechanisms.*
- ***Outcome 2:*** *Bankable infrastructure projects financed through capital investment raised from alternative sources of funding.*

The outcomes are the impacts that GIFA wishes to realise by 2029 and the extent to which these would be achieved will be measured at the end of the five-year period. GIFA will measure its performance on these outcomes through the following targets:

- Prepare twelve (12) bankable projects that would be released to the market for funding.
- Raise a total capital investment to at least R25 billion from the market for bankable infrastructure projects.

The commitment of GIFA during this term (2024 -2029) is to provide leadership on the following three priorities of the 10 Integrates:

- Priority 6: **Bulk Infrastructure**
- Priority 7: **Optimizing Government Strategic Assets**
- Priority 9: **Cleaning and Waste Management**

While the focus will be on these 3 priorities, the GIFA will take into cognisance the need to strategically focus on solving the 13 Problems identified by the Executive Council.

The GIFA will deliver its 2025/26 APP through three Programmes:

- **Programme 1:** Administration
- **Programme 2:** Project Development and Compliance
- **Programme 3:** Structured Finance

Lastly, the GIFA strives to become a centre of excellence in providing alternative financing solutions for strategic infrastructure projects in the province. Therefore, expertise and resources will be committed towards ensuring that GIFA provides value add and quality to the departments, municipalities and their agencies.

In conclusion, the outputs, indicators and targets set out in this 2025/26 APP have been developed through a process of consultation and working together with all managers within the GIFA. These will be achieved through commitment by all to ensure that GIFA becomes a centre of excellence.

Mr. PH Seabi
CEO: Gauteng Infrastructure Financing Agency
Date: 27|02|2025

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the GIFA;
- Takes into account all the relevant policies, legislation and other mandates for which the GIFA is responsible;
- Accurately reflects the Outcomes, Outputs, Output Indicators and Targets which the GIFA will endeavour to achieve over the period 2019 - 2024.

DESIGNATION	NAME & SURNAME	SIGNATURE
Strategic Planning	Mr. L. Tladinyane Head: Strategy, M&E	
Financial Management	Mr. V. Molate CFO	
Programme 1: Administration	Ms. D. Londt Head: Corporate Services	
Programme 2: Project Development & Compliance	Mr. K. Ojageer Head: Project Development & Compliance	
Programme 3: Structured Finance	Mr. N. Munetsi Head: Structured Finance	

Signed by:

Mr. P.H Seabi: ____________________

Chief Executive Officer

Date: 27/02/2025

Approved by:

Mr. J. Mamabolo: ____________________

MEC: Infrastructure Development and Co-operative Governance and Traditional Affairs

Date: 2025/03/03

Acronyms and Abbreviations

BCM	Business Continuity Management
BCP	Business Continuity Plan
BPR	Business Process Re-Engineering
CEO	Chief Executive Officer
CFO	Chief Finance Officer
DR	Disaster Recovery
GDP	Gross Domestic Product
GIFA	Gauteng Infrastructure Financing Agency
GIIMP	Gauteng Integrated Infrastructure Master Plan
GPG	Gauteng Provincial Government
GPT	Gauteng Provincial Treasury
HR	Human Resources
HRDM	Human Resource Development and Management
ICT	Information and Communication Technology
KPI	Key Performance Indicator
MEC	Member of Executive Council
M&E	Monitoring and Evaluations
MMS	Middle Management Services
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act
PPF	Public Provident Fund
PPP	Public-Private Partnership
PSA	Public Service Act
RFI	Request for Information
RWOPS	Remunerative Work Outside the Public Service
SOB	State-owned Bank
SOPC	State-owned Pharmaceutical Company
SCM	Supply Chain Management
SMS	Senior Management Services
SCM	Supply Chain Management

SMS	Senior Management Services
TA	Transaction Advisor
TR	Treasury Regulations

Part A: Our Mandate

1. Updates to the relevant legislative and policy mandates

The Constitution of the Republic of South Africa (1996) is the supreme law of the land, containing the Bill of Rights, which binds the Legislature, executive, judiciary and organs of state. The state has a duty to respect, protect, promote and fulfil the rights contained in the Bill of Rights. The aforesaid rights find expression in various acts, detailing the rights, limitations, exceptions and applicability. Section 132(2) of the Constitution states that the Premier assigns the powers and functions to the Members of the Executive Council. Therefore, the mandate of GIFA is provided for by the MEC responsible for Infrastructure Development in accordance with the Administration and Operations as outlined in the General Notice 2269 of 2015 as a government component within the portfolio of the said MEC.

The President of South Africa proclaimed the establishment of the Gauteng Infrastructure Financing Agency in terms of section 7 (5)(d) of the Public Service Act, 1994. The proclamation Notice No. 69, 2014 was published in the Government Gazette No. 38088, 17 October 2014. In 2015 the Premier of Gauteng Province proclaimed the Administration and Operations of GIFA, in the Notice No. 2269 of 2015 which was published on 8 July 2015 in the Government Gazette No. 295. The mandate of GIFA is detailed in the Administration and Operations Notice:

a) To serve all public institutions in Gauteng by supporting key infrastructure projects and ensuring their successful execution through partnerships and innovative financing solutions.
b) To institutionalise alternative funding models for the provincial government, including the development of strategies to attract private sector funding to provincial infrastructure projects.
c) To provide a Project Preparation Facility, the purpose of which is to assist provincial departments, local authorities, government-supported private initiatives and related infrastructure development institutions to prepare high quality, viable projects that are ready to attract financing from public and private sources.
d) To assist in minimising institutional blockages that hamper the rate of socio-economic infrastructure development; and
e) To ensure cost efficiency and consolidation of resources for economies of scale within provincial government infrastructure projects and expenditure.

2. Updates to institutional policies and strategies

The National Development Plan 2030 of the South African government serves as a long-term plan for securing the future of South Africa as chartered in the Constitution. The key priority of the NDP is to ensure that there is reduction of poverty and inequality in South Africa and the aim is to ensure the achievement of a *"decent standard of living"* for all South Africans by 2030. These priorities are influenced by the 17 Sustainable Development Goals (SDGs), adopted by all United Nations Member States in 2015. The NDP has outlined seven (7) national priorities that should guide all public service plans. The planning process of government is integrated and aligned in a way that ensures that departments and entities at both national and its mandate from generic legislation that impact on it such as, the Public Finance Management Act, 1999 (Act No 1of 1999) and the Public Service Act of 1994.

In Gauteng Province, to ensure that there is concerted effort to achieve the national priorities, the Provincial Executive Council (EXCO) introduced the 10 Pillar Programme of Transformation, Modernisation and Re-Industrialisation (TMR) and *"Growing Gauteng Together: Our Roadmap to 2030"* (GGT 2030) in 2014 and 2019 respectively. In 2022, the new EXCO announced the Elevated Priorities of the GGT 2030. These plans have set out the policy imperatives which every provincial institution should commit towards over the past two terms of the 5th and 6th Administrations. To give these plans an impetus, the GGT2030 was modelled around the Indlulamithi Scenarios 2030, which were developed by a group of researchers and experts from universities and non-government organisations under the auspices of the Mapungubwe Institute for Strategic Reflection.

The policy imperatives of the GGT 2030 and the intent to achieve the NDP 2030 goals are still relevant in the current term, the 7th Administration. However, this is implemented through the electoral mandates of the parties in the Government of National Unity. The Gauteng five-year Medium-Term Development Plan informs the institutional planning framework of departments and entities. The MTDP also continues to support the NDP and GGT2030 vision and builds on the Statement of Intent of the

Government of National Unity from which the priorities for the 7th Administration are drawn.

The MTDP outlines GPG's intention to invest in social and economic infrastructure to stimulate growth and identify new opportunities for growth. This will demand an outlay of substantial capital expenditure that is beyond the current fiscal budget. Therefore, there is a greater need to explore a number of innovative options through the GIFA to augment the current budgetary shortfalls in infrastructure development.

Investment in infrastructure is one of the key strategic thrusts of the MTDP. The policy imperative, therefore, is that a large percentage of the infrastructure investment should be geared towards maximizing the localisation possibilities while creating decent jobs and opportunities. Hence, amongst its plans the GIFA will conduct socio-economic impact assessment studies on all projects. The MTDP emphasizes the greater need to craft practical and viable strategies with priority interventions, key indicators and clear key actions.

In implementing its strategies and plans, the GIFA is expected to ensure that its programmes and projects take into consideration the impact on cross-cutting priorities such as women, youth, people with disabilities and other vulnerable groups. The GIFA will ensure that it is guided by the following policies and policy imperatives:

- National Youth Policy 2020 - 2030.
- Integrated Youth Development Strategy, 2024.
- Gauteng Integrated Youth Development Strategy.
- South African National Policy Framework for Women and Gender Equality.
- Promotion of Equality and Prevention of Unfair Discrimination.
- Gender Policy Statement.
- Integrated National Disability Strategy.
- White Paper on the Rights of Persons with Disability, 2017.

The GIFA will also ensure that the following generic legislatives and policies and frameworks are taken into consideration to support the implementation of the strategies and plans that are aligned to the MTDP:

MTDP Priority: Inclusive economic growth and job creation.	**MTDP Priority: Improved living conditions and enhanced health and wellbeing.**	**MTDP Priority A capable, ethical and developmental state.**
▪ Gauteng Spatial Development Framework. ▪ GCR Integrated Infrastructure Master Plan 2030 (GIIMP) ▪ Gauteng Urban Renewal Master Plan ▪ Township Economy Revitalisation (TER) Strategy ▪ Gauteng Economic Sector Masterplans ▪ Gauteng Energy Security Strategy ▪ Gauteng Trade & Investment Strategy ▪ Gauteng Agro-processing Strategy ▪ The Gauteng Bioeconomy Strategy ▪ Gauteng SMME Policy and Strategy ▪ Gauteng Preferential Procurement Framework ▪ Gauteng Environmental Sustainability Framework (GESF	▪ NDOH NHI Policy Framework and Implementation Plan. ▪ Gauteng City-Region Integrated Service Delivery Response System	▪ Government Immovable Asset Management Act (GIAMA) ▪ Gauteng e-Waste Management Strategy. ▪ Gauteng Environmental Sustainability Framework (GESF) ▪ Gauteng Province Environmental Outlook Report (GPEOR) ▪ Gauteng Provincial Environmental Management Framework (GPEMF)

2.1 The Spatial Planning and Land Use Management Act (SPLUMA)

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) provides a framework for special planning and land use management in South Africa. The projects that GIFA is supporting are capital or infrastructure projects. Therefore, they have a bearing on the spatial make-up of the province. The project owners, who are provincial departments and municipalities have to ensure that in their implementation they take into consideration the five principles of SPLUMA, which are; spatial justice, Spatial sustainability, Efficiency, Resilience and Good administration.

GIFA on the other hand is responsible for the development of the projects through feasibility studies. During the feasibility studies of the projects, the policies, norms and standards for spatial development planning and land use management that are espoused in the SPLUMA should be taken into consideration and where there are misalignment to SPLUMA, the project owner should be advice appropriately on how the respective project could address and redress the development of land in a just and sustainable manner.

Since GIFA is not the project owner but a support service, critical issues such as the Gauteng Spatial Development Framework (GSDF) composite map and Spatial Prioritisation Matrix will be considered in the APPs of the owner departments.

2.2 District Development Model

The District Development Model (DDM) is designed to address problems with service delivery by allowing all spheres of government, from local municipalities to national government, to work together in a more effective and coordinated way. This will help municipalities to better plan, budget and implement projects and programmes. This has been a game changer in integrated development planning to ensure effective implementation of government priorities in a coordinated manner.

GIFA sources its projects from municipalities and departments through a process of one-on-one engagements at the beginning of the financial year. The sourced projects are then filtered into the GIFA Project Pipeline using a Project Filtration Criteria. One of the key considerations when sourcing project is ensuring that the projects have been identified through the DDM process by the project owners. Therefore, GIFA does not feature DDM in the indicators of the APP. Other key features of DDM such as identification of the community are not done by GIFA but by the project owners, who are responsible for initiating projects based on the needs of the communities and this includes historic community needs. The project owners are also responsible for project implementation and ensuring that the communities' needs are met.

The implementation of the projects over the Medium-Term Expenditure Framework (MTEF) period in accordance to the guidelines for Localisation of Government Plans will be captured in the APP of the project owners because GIFA is not responsible for implementation. The GIFA APP only provides targets relating to the project development life-cycle over MTEF.

The projects geospatial information of the projects is outlined in Section 8 of the APP.

3. Updates to relevant court rulings

There are no present or ongoing court rulings that may impact on operations or service delivery obligations of the GIFA.

Part B:
Our Strategic Focus

1. Updated Situational Analysis

During the strategic planning process consultations with the Programmes were undertaken and these entailed conducting an organizational situational analysis. The SWOT analysis and PESTEL methodologies were applied. The SWOT was used to identify the institution's internal **S**trengths and **W**eaknesses, as well as its external **O**pportunities and **T**hreats of GIFA. A PESTEL analysis (formerly known as PEST analysis) is a framework or tool that was used to analyze and monitor the macro-environmental factors that may have a profound impact on an institution's performance. PESTEL is an acronym that stand for the following factors, **P**olitical, **E**conomic, **S**ocial, **T**echnological, **E**nvironmental and **L**egal.

The two tools assisted to develop a solid strategy and plan for GIFA.

	SWOT ANALYSIS	
	STRENGTH	**WEAKNESS**
INTERNAL	• GIFA has highly skilled personnel, with specialised expertise on infrastructure projects • GIFA is the only Government Component in the province that provides project development to financial structuring to government entities on infrastructure • GIFA has a sustainable project pipeline informed by multi sector projects • Infrastructure projects that are in all Gauteng developmental corridors	• The PPP process is long and extensive (2-10 years) • Project Managers deal with multiple sectoral projects • Poor implementation of the project filtration and screening process • Undefined internal Standard Operating Procedures (SOP's) for project development and structured finance • Feasibility Studies which do not always lead to Treasury Approvals • Lack of capacity to handle the growing project pipeline • Organizational structure not aligned to the strategic mandate of GIFA
	OPPORTUNITY	**THREAT**
EXTERNAL	• Availability of FDI and donor funding is abundant albeit conditional • Investor buy-in can assist project progress to reach financial close • Political buy-in in projects can assist project progress to reach financial close • Infrastructure as a key governmental priority as per the Presidential Infrastructure Coordinating Commission • There are always projects that need to be financed	• Institutional instability can cause projects to be delayed or stopped • Project champions are often changed, leaving projects without champions during the project cycle • Protracted municipal Approval processes impact project progress on the life cycle. • Lack of support and commitment to projects from project owners / sponsors

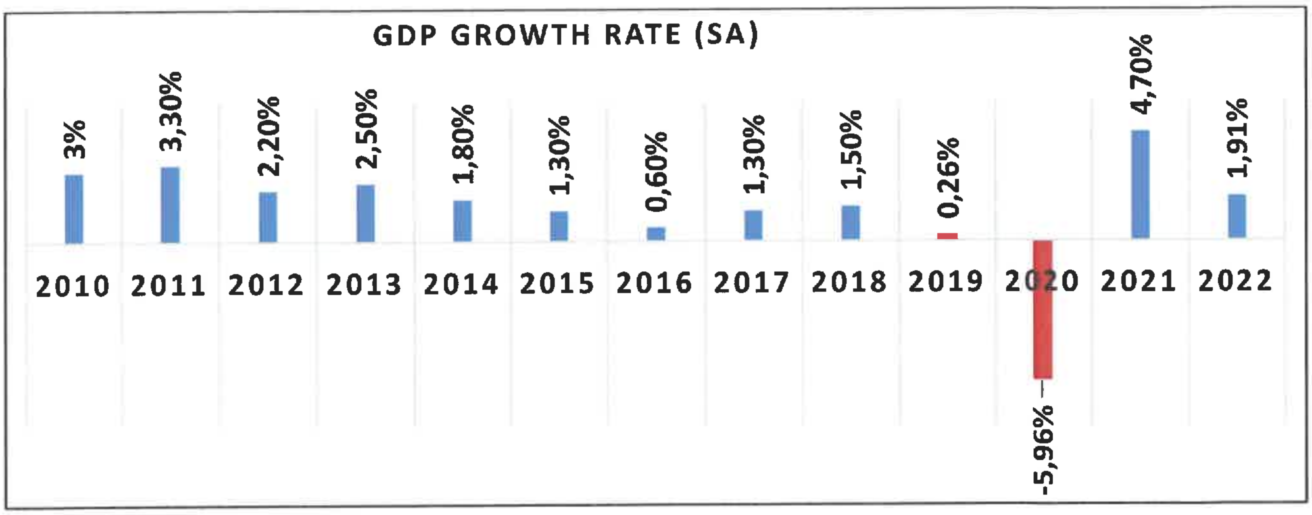
PESTEL ANALYSIS	
FACTORS	**ANALYSIS**
POLITICAL	• The GIFA, being a government entity, its business is largely influenced by government policy, political stability or instability, corruption, foreign trade policy, tax policy, labour law, environmental law and trade restrictions. • In executing its functions and operations GIFA, key legislation and regulations such as the PFMA, 1999 (Act 1 of 1999), Public Service Act, 1994, Labour Relations Act, 1995, human resources policies, etc. influence the way GIFA operates and takes critical decisions. • The GIFA is involved in structured finance of infrastructure projects and this entails raising funding from local and international funders. As a result international relations policies of government and trade policy have an impact on the work of GIFA. • Political political lobbying and support is critical for GIFA's work, particularly in ensuring that decisions are taken without delay at political level. This has had a negative and positive influence on the progress and success of GIFA projects. • Stability and assurance at political level is also critical for GIFA. Decisions on projects can be influenced by the stability or instability at political level, particularly within municipalities, where pollical changes can lead to priority changes, which would impact on the projects.
ECONOMIC	• The achievement of GIFA's outcome on raising funding from alternative sources of funding may be impacted by economic factors. Factors such as economic growth, exchange rates, inflation rates, interest rates, disposable income, etc. determine the available of investment funds both with the private and public sectors. It becomes a difficult task to raise investment funding from the private sector under such dire global economic situation. These factors may have a direct or indirect long-term impact on the institution, since it affects the bargaining power and could possibly change demand in the economy. Consequently, it also affects the way potential funders make available their funds.
SOCIAL	• This dimension of the general environment represents the demographic characteristics, norms, customs and values within which the organization operates. The GIFA work on projects is influenced by these factors, hence each project developed by GIFA includes the development of the soci-economic impact assessment study. Factors such as, population trends such as the population growth rate, age distribution, income distribution, career attitudes, safety emphasis, health consciousness, lifestyle attitudes and cultural barriers can impact on the strategies of the institution. These factors are especially important for the institution when targeting certain funders or partners.

TECHNOLOGICAL	• These factors pertain to innovations in technology that may affect the operations of the GIFA. Technology with GIFA enables it to operate effectively and efficiently. The key challenge for GIFA is to explore or research the latest technology incentives, the level of innovation, automation, research and development (R&D) activity, technological change and the amount of technological awareness that a market possesses, so that it could be applied to GIFA. The risk that need to be managed is to prevent spending a lot of money on developing a technology that would become obsolete very soon due to disruptive technological changes elsewhere.
ENVIRONMENTAL	• Environmental factors have become important due to the increasing scarcity of raw materials, pollution targets and carbon footprint targets set by governments. These factors include ecological and environmental aspects such as weather, climate, environmental offsets and climate change which GIFA takes into consideration when developing the feasibility studies and business cases for infrastructure projects. There is growing awareness of the potential impacts of climate change and this affects how the market perceives their investments into infrastructure projects. Compliance to the government policies on environmental impacts and the approvals has become a norm.
LEGAL	• The legal factors to some extent have overlap with the political factors, they include more specific laws such as: discrimination laws, antitrust laws, employment laws, consumer protection laws, copyright and patent laws, and health and safety laws. The GIFA is conscious of these in order to operate successfully and ethically. • Given the nature of the work of GIFA in developing feasibility studies for PPP projects, the legal aspect of it is critical. Secondly, the GIFA also advises the project owners during the financial close stages of projects where negotiations amongst the parties have legal aspects, which determine the success and failure of the project. The GIFA has the possibility of operating globally and this may become tricky since each country has its own set of rules and regulations. In addition, there is potential of changes in legislation and the impact it may have on the business in the future.

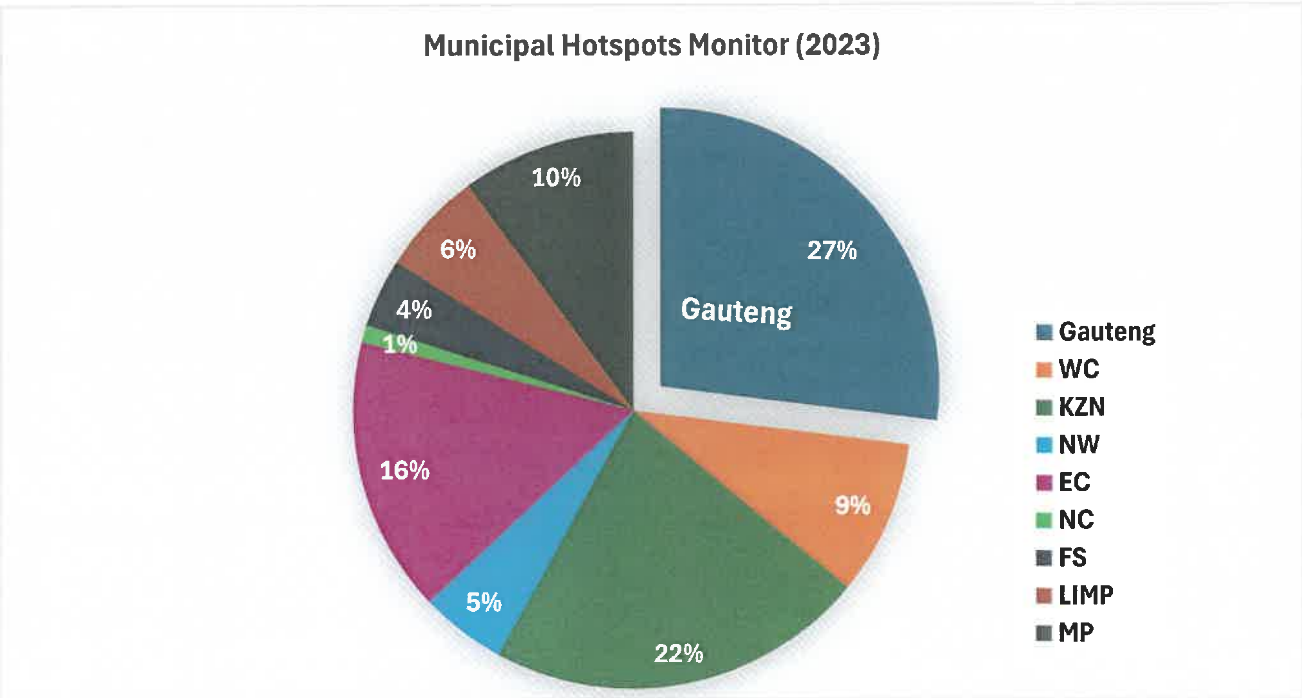
1.2 External environment analysis

South Africa has been experiencing energy crisis since 2007 and intensified from 2022. However, energy supply has stabilized in 2024, with no rotational loadshedding (planned power cuts) since late March 2024. This severe electricity shortfall disrupted economic activity and increased operating costs for businesses, many of which rely on costly diesel generators. The subsequent improvements in electricity supply have been attributed to improvements in the management of the national power utility Eskom, and high-level political support from the President and the Minister of Electricity (World Bank Group, 2024).

Since the global economic crisis of 2008, the South African economy has been struggling to recover (see GDP rate below), the GDP grow rate could not reach 4%. The COVID-19 pandemic of 2019 exacerbated matters, the GDP growth was at all time lowest of 0.26% and -5.95% in 2019 and 2020 respectively. There was significant recovery of 4.70% in 2021, which is above the generally acceptable growth rate of developing countries (i.e. 4.3%). By 2022, the South Africa's GDP has recovered to its pre-pandemic levels, but the strength of the recovery has been hindered by multiple structural constraints, including infrastructure bottlenecks and low productivity and these weak structural growth exacerbated socio-economic challenges. The Gauteng Integrated Infrastructure Master Plan (GIIMP), estimated that the province needs approximately R1.5 trillion in investments to eradicate infrastructure backlog and meet the needs over the next decade and half.



The recovery in employment continued in 2023 (790,000 jobs were added, leading to a higher level of employment than before the pandemic) but the pace of job creation has not kept up with the growing labour force, resulting in a rising number of unemployed people. The unemployment rate stood at an elevated 33.5% in Q2-2024, with women and youth persistently more impacted (World Bank Group, 2024). The inequality in South Africa remains among the highest in the world, and this has been a cognisance factor in Gauteng, the GMTDP has a priority on improving the living conditions of its citizens and strive for a more just society and reduced poverty and basic services. These trends have prompted growing social demands for government service delivery and support, and this puts the sustainability of public finances at risk if they are to be met. The Municipal infrastructure performance failures increased across South Africa (see chart below), thus leading to service delivery protests, disruptions and vandalisms of public infrastructure. Gauteng became the most prominent site of service delivery protests and the situation was exacerbated by loadshedding.



Gauteng on the other hand is facing serious challenge of a growing population which is the result of a nett increase from migration of +1 000 000 people (Gauteng Global City Region Observatory, 2019). Consequently, the demand for social and economic infrastructure on the province has been enormous. The Gauteng Integrated Infrastructure Master Plan("**GIIMP**") estimates that the province needs approximately R1.8 trillion in investments to eradicate infrastructure backlog and meet the needs over the next decade and half. The key issue is how will these infrastructure needs get financed with limited resources within the Revenue Fund.

Generally, government is always viewed as the sole financier of social and economic infrastructure and is often taking the responsibility for implementation, operations and maintenance as well. However, this has been a heavy burden on the state to provide infrastructure in this economic situation and, hence there is a recognition that GPG had to explore alternative funding mechanisms to supplement the depressed provincial revenue. The challenges faced by the GIFA in the institutionalization of alternative funding mechanisms and infrastructure funding are numerous, such as the fiscal health of the government which is in a depressed state.

Following the May 2024 national elections, a Government of National Unity (GNU) was formed in June 2024, led by President Cyril Ramaphosa. It focuses on constitutionalism, economic recovery, workers' rights, social protection, and equity. The GNU brings together 11 political parties in a power-sharing agreement and aims to rebuild South Africa's economy through key reforms for faster growth, better service delivery, and job creation, marking a new direction for economic policy and implementation (World Bank Group, 2024).

South Africa has taken considerable strides to improve the well-being of its citizens since its transition to democracy in the mid-1990s, but progress has stagnated in the last decade. The percentage of the population living below the upper-middle-income country poverty line fell from 68% to 56% between 2005 and 2010 but has since trended slightly upwards, to 57% in 2015, and is estimated to have reached 62.6% in 2023.

Structural challenges and weak growth have undermined progress in reducing poverty, heightened by the COVID-19 pandemic. The achievement of progress in household welfare is severely constrained by rising unemployment, which reached

33.5% in the second quarter of 2024, above the already high pre-pandemic rates. The unemployment rate is highest among youths aged between 15 and 24, at 60.8%.

Other structural challenges have also increased, including transport and logistics, which have deteriorated due to weak management of the state-owned enterprise Transnet, theft, and sabotage, constraining South Africa's export capacity. South Africa remains a dual economy with one of the highest and most persistent inequality rates in the world, with a consumption expenditure Gini coefficient of 0.67 in 2018. High inequality is perpetuated by a legacy of exclusion and the nature of economic growth, which is not pro-poor and does not generate sufficient jobs. Inequality in wealth is even higher, and intergenerational mobility is low, meaning inequalities are passed down from generation to generation with little change over time (World Bank Group, 2024).

The recovery in employment continued in 2023 (790,000 jobs were added, leading to a higher level of employment than before the pandemic) but the pace of job creation has not kept up with the growing labour force, resulting in a rising number of unemployed people. The unemployment rate stood at an elevated 33.5% in Q2-2024, with women and youth persistently more impacted. Inequality remains among the highest in the world, and poverty was estimated at 62.6% in 2023, based on the upper-middle-income country poverty line, only slightly below its pandemic peak. These trends have prompted growing social demands for government support, which could put the sustainability of public finances at risk if they are to be met (World Bank Group, 2024) .

Historically, Women, Youth, and Persons with Disabilities in South Africa have experienced systematic disparities and barriers that have marginalised these groups. Women confront several barriers in the economic sphere and economic structures further inhibit their economic participation. Gender gaps still persist in SA labour and leadership roles. The proportion of working-age males rose slightly from 49,2% in Q2:2014 to 49,6% in Q2:2024, while the percentage for females dropped from 50,8% in Q2:2014 to 50,4% in Q2:2024. By Q2:2024, the labour force participation rate for men stood at 65,6%, compared to 55,8% for women

(StatsSA, 2024). On the other hand, youth unemployment stands at alarming rate of 44.6% in the fourth quarter of 2024 (StatsSA, 2024) and this challenge is fuelled by macro-econimc factors like slow economic growth and skills mismatch in education and labour market demands. Persons with Disabilities also face barriers, with education and training access being a primary concern. This has inhibited most on them being able to effectively participate in the economy.

It is imperative that GIFA recognises the Women, Youth, and Persons with Disabilities as key stakeholders and the entity needs to prioritise this group in a number of areas such as, recruitment of staff, preferential procurement and development of projects. The GIFA should normalise the mainstreaming of Women, Youth, and Persons with Disabilities in most aspects of the institutions, to ensure that they contribute to the institution's ability to achieve its planned outcomes and its capacity to deliver on its mandate. This should be done with the context provided above, whereby systematic disparities and barriers are broken down.
As an agency of GPG, GIFA exists in a complex, multi-stakeholder environment which has a range of expectations and preferences in terms of engagement and consultation. In addition, the prescribed activities underpinning its main mandate to accelerate implementable developmental infrastructure projects specifies which stakeholders should be consulted throughout the process.

In GIFA's context, there are both primary and secondary stakeholders which have an impact on the organisation and are affected by projects.

- Primary stakeholders define the business, have direct relationships and impact on it and are vital to its continued existence.
- Secondary stakeholders are those who may affect relationships with primary stakeholders and have an indirect relationship with the organisation. Secondary stakeholders can change their status to primary when the relationship changes. It is important that the interest of all stakeholders must be considered during the project development life cycle.

The tables below list the overarching primary and secondary stakeholders of the organisation. Given that each GIFA project will have its own unique set of stakeholders, it is recommended that a comprehensive list of the project stakeholders be determined by the Project Manager at the beginning of each project.

Table 1: List of Primary Stakeholders

Primary Stakeholders	Names
	• National Treasury – Budget Office • Government Technical Advisory Centre (GTAC) • Gauteng Provincial Treasury • All Gauteng Provincial Departments and Agencies • Gauteng Municipalities and Agencies • All National Departments and Agencies • State-owned Entities and Regulatory Bodies
Secondary Stakeholders	• Development Finance Institutions (Local and Regional) • Development Finance Institutions (Continental and International) • Commercial Banks (Local and International) • Sector or Industry Associations • Venture Capitalists • Transaction Advisors • Communities

1.2 Internal environment analysis

The key internal factors in the delivery environment of GIFA that have contributed to its performance over the past five years are outlined below:

a) The referral system of projects to the GIFA was not well coordinated at a provincial central point that promotes integration and co-ordination of infrastructure programmes in the province. The risk for the GIFA is working projects that are not supported at inter and intra-governmental level and that do not complement those socio-economic imperatives of GPG that are driven by infrastructure development. The lesson learnt is that projects referred to the GIFA for off-budget funding should be backed up by a strong central point of coordination of infrastructure programme in the province whereby there would be better integration, planning costing, project management, compliance with IDMS and Gauteng Integrated Infrastructure Plan (GIIMP). It is within this central co-ordinated process that the GIFA would be able to source appropriate and endorsed projects for alternative funding. The sourcing of projects for GIFA still relies on engagements with the provincial departments and municipalities. This approach has its weaknesses to some extent because it lacks integration and coordination. In the new term GIFA will have to focus on the key projects from the MTDP and this would require engagements with the lead departments for bringing the projects to GIFA.

b) The selection criteria and mechanisms for selecting projects for off-budget funding should be constantly improved and strengthened to ensure that all critical factors that ensure greater probability of attracting investment are taken into consideration. The risk for GIFA is spending resources and time working on less viable projects, thus failing to attract investment and recover the project development costs. The lessons learnt is that stringent selection criteria and filtering mechanisms should be developed and comprehensive pre-feasibility studies should be conducted to determine areas within the project that require more attention. The selection and preliminary work on projects should ensure fit for purpose, particularly in meeting the provincial developmental imperatives.

c) In the past term GIFA had the highest number of projects in financial close stage. However, most of these projects failed to conclude financial close. There is a need to develop a framework that would guide and ensure swift process of concluding financial close. Some of the key challenges for GIFA is that it mainly plays a facilitation role during the financial close because it is not a contracting party.

d) Some projects developed for alternative funding were not aligned to the market needs, changes and trends. The risk for the GIFA is spending time and resources on projects that do not appeal to the market interest or deemed too risky for investing into, thus failing to reach or conclude financial close. The lesson learnt is to test the market interest once a project has passed the selection and filtration stages. This can be done by conducting market sounding and pre-bid engagements as early as possible to gauge appetite and leveraging insights and advice on the sector. The pre-bid engagements and market sounding would also assist in compiling robust risk register on projects informed by the industry. Also, there will be experience gained around the transfer of risk in the PPP contracting arrangements. Robust de-risking mechanisms should be developed and implemented for the benefit of contracting institutions and potential investors. Market sounding and pre-bid engagements entail hosting conferences, informal discussion forums, round-table discussions, inviting Requests for Interest ("**RFIs**"), etc.

e) One of the most important tests for a PPP is whether the departments or procuring institutions can afford the project, given the available budget. The risk for the GIFA was working on projects that are inadequately budgeted for. As a result, without a proper demonstration of affordability, the projects often failed to pass the rigorous key decision points that National Treasury has put in place in order to issue out transaction approvals. The key lesson for the GIFA is that there should be budget commitment and allocation once proper business cases have been prepared. Finally, the early phases of the project should screen PPP projects for suitability and conformance to policy.

f) The mandate of the GIFA is to explore innovative funding solutions for strategic infrastructure projects. However, more often the National Treasury supported a PPP procurement approach against the proposed innovative solution. The key lesson for the GIFA is to conduct a value-for-money test between the proposed solution and PPP to compare cost-effectiveness of the two scenarios. Secondly, the GIFA should engage the National Treasury from project initiation stages to leverage insights into the norms and standards as well as requirements for approvals. This will also assist in fast-tracking the Transaction Approvals on registered PPP projects.

g) The decision-making by project sponsors is often protracted and this has hampered project progress. The risk is that time delays affect several factors such as diminishing market interest, feasibility data becomes old and unreliable, dynamic environment and policy shifts impact on the initial recommendations of the study, etc. The risk for the GIFA is that the review and update of the feasibility studies is costly. Stakeholder management and effective governance ensures that there is top-down driving initiatives of projects, thus strengthening political sponsorship and buy-in transparency and decision-making. The key lesson for the GIFA is to establish stakeholder management and governance requirements with clear decision-gates from project initiation stage. This should also be supported by real-time reporting of project status and benefit tracking for decision-makers to take well informed decisions.

h) The structural intervention for the GIFA is also critical to build the required capacity as a center of excellence in innovative financing solutions from infrastructure projects in the province. Lessons have indicated that areas of competence such as structured finance, project development, research, knowledge management and M&E, communications and stakeholder relations management should be central to GIFA's competence.

i) Policy and regulatory concerns. These are seen to be intransigent by the private sector, thus creating investor apathy. The Provincial Borrowing Powers Act allows for loans to be raised for capital expenditure; however, this could be done within norms and conditions that are seen to be highly stringent and limiting. Therefore, there must be a supportive policy and regulatory framework that promotes innovative financing solutions. Alternatively, the province should consider the policy, and regulatory frameworks address our situation.

These are mainly internal institutional factors that will inform the strategy of the GIFA and will impact on the achievement of the institution's outcomes. Some of the core elements should include the capacity of GIFA to deliver on the mandate, this includes the human resources, Information Communications and Technology, financial resources, risk management and monitoring and evaluation.

1.2.1 The demand for GIFA services

At the inception of GIFA as a government component, approximately 70% of the projects in the project pipeline was from provincial departments. In the subsequent years GIFA expanded its footprint to municipalities in Gauteng and its value proposition or services were promoted at local government level. The demand for GIFA services increased to the extent that by 2023, there was a 50-50 split ownership of GIFA project between provincial departments and municipalities.

The number of feasibility studies produced increased and more projects were reached market release stage. GIFA developed funding solutions for a number of projects and this resulted in the demand for GIFA services. With the advent of the current provincial Executive Council, more demand of GIFA's services was realised to support Elevated Priorities projects and programmes. GIFA was called upon to support the energy solutions initiatives of GPG, revenue enhancement strategies of GPG, infrastructure grant funding, innovative procurement solutions, acquisition of strategic infrastructure, state-owned bank and state-owned pharmaceutical company projects, etc.

The services of GIFA also included facilitating partnerships with local and international funding institutions and GIFA has concluded agreements with funders such as International Finance Corporation, African Development Bank, the Development Bank of Southern Africa to support projects in the pipeline.

1.2.2 Institutional Capacity

The size of GIFA staff since its inception in 2015 was 30 and it increased over the years. The current staff structure accommodates 48 positions.

HUMAN RESOURCE CAPACITY]		
During the period under review...		
Total number of posts on the GIFA Structure as at 28 February 2025	**Total number of posts currently filled as at 28 February 2025**	**Total number of vacant posts as at 28 February 2025**
48	46	2
Total number of acting positions as at the 28 February 2025	**Total number of terminations during the period under review**	**Total number of new appointments during the period under review**
1	0	0
Summarized information on the GEYODI / HDI compliance for the period under review		
Staff Complement: • Female 23 (50%) • Males 23 (50%) • Youth 13 (28%) • Disability 0 **SMS:** • Females 5 (33%) • Males 10 (67%) • Youth 0 • Disability 0		

The Chief Executive Officer is supported by 5 Business Unit Heads and 9 senior managers. In 2023 GIFA augmented the institutional capacity by appointing a team project managers who provide a multi-disciplinary skill and expertise to drive selected projects to conclusion.

Over the years GIFA has been working on revising the organisational structure that is aligned to the strategy. However, the process has been temporarily put on hold as it is awaiting the conclusion of the report on Review of Provincial Entities.

Part C: Measuring our performance

1. Institutional Programme Performance Information

1.1 Programme : Administration

1.1.1 Purpose: The purpose of this Programme is to provide administration support the GIFA to become a centre of excellence. Key to supporting GIFA is providing strategic leadership, managing risks, monitor and evaluate performance, resources planning and allocation, human resources management, communications, stakeholder relations management and auxiliary services.

1.2 Sub-programme: Office of the CEO

1.2.1 Purpose: To strategically lead, direct and oversee delivery of the GIFA's mandate and ensure that organizational risks are effectively managed.

1.2.2 Outcome, outputs, performance indicators and targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Organisational risks managed effectively	A Risk Management Strategy (RMS) that is implemented effectively to reduce institutional risks	Approved Risk Management Strategy	GIFA's RMS reviewed and updated	Review and implement RMS	Risk Management Policy reviewed and implemented	Risk Management Policy reviewed implemented	2026/27 RMS approved by the CEO	2027/28 RMS approved by the CEO	2028/29 RMS approved by the CEO
		Implemented Risk Management Strategy i	-	-	-	-	Monitor Implementation of Risk Management Strategy	Monitor Implementation of Risk Management Strategy	Monitor Implementation of Risk Management Strategy

1.2.3 Output indicators: annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved Risk Management Strategy	2026/27 Risk Management Strategy approved by the CEO	Risk Management Plan developed for 2025/26 FY	Risk owners consulted on revised Risk Management Strategy	Revised Risk Management Strategy submitted to REMC	2026/27 Risk Management Strategy approved by the CEO

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Implemented Risk Management Strategy	Monitor Implementation of Risk Management Strategy	Risk Management reports presented at the Risk and Ethics Management Committee (REMC)	Risk Management reports presented at the Risk and Ethics Management Committee (REMC)	Risk Management reports presented at the Risk and Ethics Management Committee (REMC)	Monitor Implementation of Risk Management Strategy

1.3 Sub-Programme: Strategy, Monitoring and Evaluation

1.3.1 Purpose: To oversee and guide the development of organisational strategic plan, annual performance plans and also monitor and evaluate organisational performance and project development-cycle

1.3.2 Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
An effective Annual Performance Plan that ensures achievement of GIFA's planned targets	Develop a compliant Annual Performance Plans to the National Framework on Strategic Plan and APPs	Approved GIFA's Annual Performance Plans	2022/23 Annual Performance Plan approved and implemented	2023/24 Annual Performance Plan approved and implemented	2024/25 Annual Performance Plan developed and approved	2025/26 GIFA's Annual Performance Plan developed	2026/27 GIFA's Annual Performance Plan approved for submission to Legislature	2027/28 GIFA's Annual Performance Plan approved for submission to Legislature	2028/29 GIFA's Annual Performance Plan approved for submission to Legislature

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Effective monitoring of organisational performance towards achievement of strategic objectives and targets	Credible quarterly and annual performance reports adopted by the Legislature	Number of SOAR reports submitted to the MEC	4 Quarterly Performance Reports submitted to Legislature	4 Quarterly Performance Reports submitted to Legislature	4 Quarterly Performance Reports submitted to Legislature	4 Quarterly Performance Reports submitted to Legislature	4 SOAR reports submitted to the MEC for submission to Legislature	4 SOAR reports submitted to the MEC for submission to Legislature	4 SOAR reports submitted to the MEC for submission to Legislature
		Number of Project Progress Reports submitted to the MEC	4 Quarterly Project Progress Reports submitted to Legislature	4 Quarterly Project Progress Reports submitted to Legislature	4 Quarterly Project Progress Reports submitted to Legislature	4 Project Progress Reports submitted to Legislature	4 Project Progress Reports submitted to the MEC for submission to Legislature	4 Project Progress Reports submitted to the MEC for submission to Legislature	4 Project Progress Reports submitted to the MEC for submission to Legislature
		Audited Annual Report tabled at the Legislature	-	-	-	(2023/24) Annual Report audited and tabled	Audited 2024/25 Annual Report submitted for tabling	Audited 2025/26 Annual Report submitted for tabling	Audited 2026/27 Annual Report submitted for tabling

1.3.3 Output indicators: annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved GIFA's Annual Performance Plans	2026/27 GIFA's Annual Performance Plan approved for submission to Legislature	Consultation with Business Units on 2026/27 APP preparations	Consolidate 2026/27 Business Unit plans into 1st draft APP	1st draft 2026/27 APP submitted to Office of the Premier (OoP) for review	2026/27 GIFA's Annual Performance Plan approved for submission to Legislature
Number of SOAR reports submitted to the MEC	4 SOAR reports submitted to the MEC for submission to Legislature	1 SOAR report submitted to the MEC for submission to Legislature	1 SOAR report submitted to the MEC for submission to Legislature	1 SOAR report submitted to the MEC for submission to Legislature	1 SOAR report submitted to the MEC for submission to Legislature
Number of Project Progress Reports submitted to the MEC	4 Project Progress Reports submitted to the MEC for submission to Legislature	1 Project Progress Report submitted to the MEC for submission to Legislature	1 Project Progress Report submitted to the MEC for submission to Legislature	1 Project Progress Report submitted to the MEC for submission to Legislature	1 Project Progress Report submitted to the MEC for submission to Legislature
Audited Annual Report tabled at the Legislature	Audited 2024/25 Annual Report submitted for tabling	Submit the 2024/25 Annual Performance Report for audit	Audited 2024/25 Annual Report submitted for tabling	-	-

1.4 Sub-Programme: Office of the Chief Financial Officer

1.4.1 Purpose: To assist the accounting officer in discharging the duties prescribed in Part 2 of Chapter 5 of the Act and the annual Division of Revenue Act". The CFO has an essential function in carrying out financial management responsibilities in areas ranging from budget preparation to financial reporting and the development and maintenance of internal control policies and procedure

1.4.2 Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Good governance and prudent financial management practices	Achieve unqualified audit outcome with no material findings on financial and non-financial performance information, free from material misstatements and non-compliance with legislation	Auditor General's audit outcome	Achieve a clean audit report.	Achieve a clean audit report	Unqualified audit outcome	Unqualified audit outcome	Achieve Unqualified audit outcome for 2024/25 FY	Achieve Unqualified audit outcome for 2025/26 FY	Achieve Unqualified audit outcome for 2027/27 FY
		Number of credible and accurate quarterly and annual financial statements submitted within the prescribed times	3 Quarterly and 1 Annual Financial Statements compiled and submitted to Gauteng Provincial Treasury (GPT)	3 Quarterly and 1 Annual Financial Statements compiled and submitted to GPT	3 Quarterly and 1 Annual Financial Statements compiled and submitted to GPT	3 Quarterly and 1 Annual Financial Statements compiled and submitted to GPT	3 Quarterly and 1 Annual Financial Statements submitted to the GPT	3 Quarterly and 1 Annual Financial Statements submitted to the GPT	3 Quarterly and 1 Annual Financial Statements submitted to the GPT
	Payment of valid suppliers within prescribed timeframe	Percentage (%) of valid suppliers paid within 30 days	100% suppliers paid within 30 days	100% suppliers paid within 30 days	100% suppliers paid within 30 days	100% suppliers paid within 30 days	100% valid suppliers paid within 30 days	100% valid suppliers paid within 30 days	100% valid suppliers paid within 30 days

1.4.3 Output indicators: annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Auditor General's audit outcome	Achieve Unqualified audit outcome for 2024/25 FY	Submit Annual Financial Statements for audit	Achieve unqualified audit outcome for 2024/25 financial year	-	-
Number of credible and accurate quarterly and annual financial statements submitted within the prescribed times	3 Quarterly and 1 Annual Financial Statements submitted to GPT	Submit 1 AFS for the 2024/25 Financial year in compliance to the legislation	Submit 1 Quarterly financial statements to the GPT	Submit 1 Quarterly financial statements to the GPT	Submit 1 Quarterly financial statements to the GPT
% of valid suppliers paid within 30 days	100% valid suppliers paid within 30 days	100% valid suppliers paid within 30 days	100% valid suppliers paid within 30 days	100% valid suppliers paid within 30 days	100% valid suppliers paid within 30 days

1.5 Sub-programme: Corporate Services

1.5.1 Purpose: To provide organisation-wide consolidated support services such as human resources, IT, legal, and facilities management, communications and stakeholder relations management.

1.5.2 Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A capable skilled workforce to support the efficiency of GIFA	An effective Human Resource Management and Development Strategy (HRMD) to build a capable skilled workforce	Approved Human Resource Management and Development Strategy implemented	HRMD Strategy reviewed and implemented	HRMD Strategy reviewed and implemented	Review and implement the HRMD strategy	HRMD Strategy reviewed and implemented	Developed HRDM Strategy approved for implementation	Reviewed HRDM Strategy approved for implementation	Reviewed HRDM Strategy approved for implementation
Communication & stakeholder relations management implemented effectively	An effective Communication and Stakeholder management to support GIFA's core business	Approved Communications Strategy implemented	GIFA'S Integrated Marketing and Communications Strategy reviewed and implemented	Review and implement the GIFA's Integrated Marketing and Communications Strategy.	Organisation-wide Communication and Stakeholder Relations Strategy approved and implemented	Communication Strategy reviewed and implemented	Developed Communications Strategy approved for implementation	Reviewed Communications Strategy approved for implementation	Reviewed Communications Strategy approved for implementation
		Approved Stakeholder Relations Strategy implemented				Stakeholder Relations Strategy reviewed and	Developed Stakeholder Relations	Reviewed Stakeholder Relations	Reviewed Stakeholder Relations

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
						implemented	Strategy approved for implementation	Strategy approved	Strategy approved for implementation
Information and Communications Technology (ICT) Strategy that is supporting the efficiency of GIFA's business	An effective ICT Strategy to support the efficiency of GIFA's business	Approved ICT Strategy implemented	ICT Strategy reviewed and implemented	ICT Strategy reviewed and implemented	ICT Strategy developed and implemented	ICT Strategy reviewed and implemented	Developed ICT Strategy approved for implementation	Reviewed ICT Strategy approved for implementation	Reviewed ICT Strategy approved for implementation
Facilities Management Plan that is supporting the efficiency of GIFA's business	An effective Facilities Management Plan to support the efficiency of GIFA's business	Approved Facilities Management Plan Implemented	Facilities Management Plan developed and implemented	Facilities Management Plan developed and implemented	Facilities Management Plan developed and implemented	Facilities Management Plan developed and implemented	Developed Facilities Management Plan approved for implementation	Reviewed Facilities Management Plan approved for implementation	Reviewed Facilities Management Plan approved for implementation

1.5.3 Output indicators: annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved Human Resource Management and Development Strategy implemented	Developed HRDM Strategy approved for implementation	Developed HRDM Strategy approved for implementation	Report on implementation of the HRDM Strategy produced	Report on implementation of the HRDM Strategy produced	Monitor implementation of the HRDM Strategy produced
Approved Communications Strategy implemented	Developed Communications Strategy approved for implementation	Developed Communications Strategy approved for implementation	Report on the implementation of the Communications Strategy produced	Report on the implementation of the Communications Strategy	Report on the implementation of the Communications Strategy

				produced	produced
Approved Stakeholder Relations Strategy implemented	Developed Stakeholder Relations Strategy approved for implementation	Developed Stakeholder Relations Strategy approved for implementation	Report on the implementation of the Stakeholder Relations Strategy produced	Report on the implementation of the Stakeholder Relations Strategy produced	Developed ICT Strategy approved
Approved ICT Strategy implement	Developed ICT Strategy approved	Developed ICT Strategy approved for implementation	Report on the implementation of the ICT Strategy produced	Report on the implementation of the ICT Strategy produced	Report on the implementation of the ICT Strategy produced
Approved Facilities Management Plan Implemented	Developed Facilities Management Plan approved for implementation	Developed Facilities Management Plan approved for implementation	Report on the implementation of the Facilities Management Plan produced	Report on the implementation of the Facilities Management Plan produced	Report on the implementation of the Facilities Management Plan produced

1.6 Explanation of planned performance over the medium-term period

The Administration Programme will play a critical role in ensuring that GIFA becomes a centre of excellence in providing alternative funding solutions for infrastructure projects in the province. As a centre of excellence GIFA will be able to achieve the main organisational outcomes, namely, *(1) "Bankable infrastructure projects prepared for alternative financing mechanisms"* and (2) "*Bankable infrastructure projects financed through capital investment raised from alternative sources of funding".* The following administration outputs will be contributing to the achieving the intended outcomes.

- **Output 1**: *Implementation of the Risk Management Strategy.* The output will ensure that the set outcomes are achieved through effective risk mitigation.
- **Output 2:** *5-year Strategic Plan and Annual Performance Plan.* The output will ensure that GIFA's actions are guided by outcomes as well as government priorities as espoused in the NDP and the Provincial Plan 2030 "Growing Gauteng Together".
- **Output 3:** *Achieve unqualified audit outcome.* This output will ensure that the entity has good control systems, transparency and effective governance systems. This will enable GIFA to achieve the set outcomes. A clean outcome for the organisation is an indication of implementation of pre-determined objectives (financial and non-financial).
- **Output 4:** *Implementation of the Human Resource Management and Development Strategy.* This output will ensure that GIFA recruits competent personnel and develops the existing staff to have the skills to prepare bankable projects, raise funding and conclude financial close in a manner that provides value for money for government.
- **Output 5:** *Implementation of the organisation-wide Communication and Stakeholder Relations Strategy.* Experience has indicated that good communication and stakeholder relations management is critical throughout the development-cycle. This assists in ensuring that project stakeholders are involved, decision-making is effective and efficient. Furthermore, there is feedback on GIFA's value proposition from stakeholders. Good communication assists with marketing GIFA's projects, establishing collaborations and linking up with sector players to gain insight and advice. Therefore, enablers such as, communications plan, stakeholder mapping and marketing strategy would be put in place.
- **Output 6:** *ICT Strategy reviewed and implemented.* ICT has played a critical part in ensuring that GIFA personnel continues to operate optimally amidst the disruptions created by the pandemic. The ICT policies were duly reviewed to ensure the ICT system operates optimally and employees have access to information to improve their performance in office and during remote working. ICT ensures there is business continuity during disruptions and information is backed-up daily and there is effective and efficient off-site storage of GIFA information. ICT also ensures that in line with disaster prevention strategies of government, information remains secured against possible cyber-attacks.
- **Output 7:** *Facilities Management Plan developed and implemented.* The management of GIFA facilities is of paramount importance for the health and safety of employees. The facilities management plan ensures the occupational health and safety act is implemented.

1.7 Programme 1 Resource Considerations

	Outcome			Main appro-priation	Adjusted appropria-tion	Revised estimate	Medium-term estimates		
R thousand	**2021/22**	**2022/23**	**2023/24**	**2024/25**			**2025/26**	**2026/27**	**2027/28**
Office Of The CEO	4 115	4 714	4 601	4 950	6 872	6 872	5 150	5 278	5 406
Organisational Strategy, Monitoring &Evaluation	5 528	5 952	5 841	7 188	6 683	6 683	6 130	6 222	6 415
Office of the CFO	5 862	7 044	9 570	9 150	9 316	9 316	9 968	10 295	10 227
Corporate Services	20 697	22 566	22 193	22 345	22 926	22 926	23 207	25 326	27 241
Total payments and estimates	**36 202**	**40 276**	**42 205**	**43 633**	**45 797**	**45 797**	**44 455**	**47 121**	**49 289**

	Outcome			Main appro-priation	Adjusted ap-propriation	Revised estimate	Medium-term estimates		
R thousand	**2021/22**	**2022/23**	**2023/24**	**2024/25**			**2025/26**	**2026/27**	**2026/27**
Current payments	**35 735**	**39 515**	**41 363**	**42 733**	**42 975**	**42 975**	**44 255**	**46 871**	**49 009**
Compensation of employees	24 644	26 347	28 724	30 452	29 626	29 626	32 402	34 708	36 763
Goods and services	11 091	13 168	12 639	12 281	13 349	13 349	11 853	12 163	12 246
Transfer Payments	**0**	**0**	**0**	**0**	**1 922**	**1 922**	**0**	**0**	**0**
Payments for capital assets	**467**	**761**	**842**	**900**	**900**	**900**	**200**	**250**	**280**
Machinery and equipment	467	761	842	900	900	900	200	250	280
Total economic classification	**36 202**	**40 276**	**42 205**	**43 633**	**45 797**	**45 797**	**44 455**	**47 121**	**49 289**

- The allocations over the MTEF was gradually increased. The Programme prioritises the key deliverables within the limited resources.

2. Institutional programme performance information

2.1 Programme: Project Development and Compliance

2.1.1 Purpose: The purpose of this Programme is to source infrastructure projects from sector departments, municipalities, and agencies. The Programme is responsible for developing the projects into comprehensive bankable business plans that are ready for funding and implementation. The key activities of the Programme involve identifying strategic and catalytic projects, conducting pre-feasibility and feasibility studies and releasing projects to the market.

2.2 Outcomes, outputs, performance indicators and targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Bankable infrastructure projects prepared for alternative financing mechanisms	Sustainable pipeline of bankable strategic infrastructure projects	Number of sourced projects approved for inclusion into the infrastructure pipeline	3 sourced projects approved for inclusion into infrastructure pipeline	2 sourced projects approved for inclusion into Infrastructure pipeline	2 sourced projects approved for inclusion into infrastructure pipeline	2 sourced projects approved for inclusion into infrastructure pipeline	2 sourced projects approved for inclusion into infrastructure pipeline	2 sourced projects approved for inclusion into infrastructure pipeline	2 sourced projects approved for inclusion into infrastructure pipeline
	Project feasibility studies prepared for funding through alternative sources of funding	Number of feasibility studies approved	3 feasibility studies completed	3 feasibility studies completed	3 feasibility studies completed	3 feasibility studies completed	3 feasibility studies approved by the CEO	3 feasibility studies approved by the CEO	2 feasibility studies approved by the CEO

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Bankable infrastructure projects prepared for alternative financing mechanisms	Structuring projects for bankability	Number of projects structured for bankability	-	-	-	-	3 projects structured for bankability	3 projects structured for bankability	3 projects structured for bankability
	Release bankable projects to the market	Number of bankable projects released to the market	6 projects released to the market	3 bankable projects released to the market	3 bankable projects released to the market	3 bankable projects released to the market	3 bankable projects released to the market	2 bankable projects released to the market	1 bankable projects released to the market
Small, micro and medium size businesses, unserved individuals and township enterprises integrated in the formal financial sector	Establishment of the State-owned Bank (SOB)	Approved SOB business case by EXCO	-	-	Legal due diligence report on establishment of state-owned bank developed	Business Case for establishment of state-owned bank approved	SOB approved by EXCO for submission to DPSA and National Treasury	Establishment of SOB concurred by Ministers of DPSA and National Treasury	Establishment of SOB proclaimed by the President of SA
Sustainable medical supply in Gauteng health care facilities	Establishment of the State-owned Pharmaceutical Company (SOPC)	Approved SOPC business case by EXCO	-	-	Legal due diligence report on the establishment of SOPC developed	Business Case for establishment of SOPC approved	SOPC approved by EXCO for submission to DPSA and National Treasury	Establishment of SOPC concurred by Ministers of DPSA and National Treasury	Establishment of SOPC proclaimed by the President of SA

2.3 Output indicators: annual and quarterly targets

Output Indicators	Annual Target 2025/26	Q1	Q2	Q3	Q4
Number of sourced projects approved for inclusion into the infrastructure pipeline	2 approved projects sourced for inclusion into infrastructure pipeline	Sourcing Strategy and Plan approved	Consultations with potential project owners	1 sourced projects approved for inclusion into infrastructure pipeline	1 sourced projects approved for inclusion into infrastructure pipeline
Number of feasibility studies approved	3 feasibility studies approved by the CEO	Conduct feasibility studies	Approved 1 feasibility study	Approved 1 feasibility study	Approved 1 feasibility study
Number of projects structured for bankability	3 projects structured for bankability	Consultation with stakeholders	Structure 1 project for bankability	Structure 1 project for bankability	Structure 1 project for bankability
Number of bankable projects released to the market	3 bankable projects released to the market	Prepare projects for release to the market	Release 1 bankable project to the market	Release 1 bankable project to the market	Release 1 bankable project to the market
Approved SOB business case by EXCO	SOB approved by EXCO for submission to DPSA and National Treasury	Present SOB Business Case to EXCO for approval	SOB Business Case presented EXCO for approval	SOB approved by EXCO for submission to DPSA and National Treasury	–
Approved SOPC business case by EXCO	SPCB approved by EXCO for submission to DPSA and National Treasury	Present SOPC Business Case to EXCO for approval	SOPC Business Case presented EXCO for approval	SOPC approved by EXCO for submission to DPSA and National Treasury	–

2.4 Explanation of planned performance over the medium-term period

The outcome, *"Bankable infrastructure projects prepared for alternative financing mechanisms"* will be achieved through the delivery of four main outputs during the MTSF. These outputs are the building blocks towards the desired outcome and they also assist with the achievement of the GIFA's impact.

Output 1: *Maintain a sustainable pipeline of bankable strategic infrastructure projects*: Currently, GIFA has a pipeline of 20 projects which are being prepared for alternative financing mechanisms and they are at different stages of project development cycle. GIFA intends to maintain the pipeline by sourcing, screening and selecting new projects from provincial departments, municipalities and agencies. The screening and selection mechanisms will assist to select projects according to high social impact value, greater economic multiplier effect, political priority and probability of success. The project managers will develop comprehensive project plans for projects that have been approved for sourcing. It is important that approved SOPs for sourcing will be followed. However, there would be special cases where exceptions would be allowed, and this would be reserved for projects that have been identified to support the political mandate of the GPU and the 10 Priorities/ Integrates pronounced by the Executive Authority. Notwithstanding the stated reasons, due care should be applied in ensuring that proper approvals are effected and resources are considered.

In the coming financial years the GIFA will focus on sourcing projects that support the 10 Integrates. The GIFA will prioritise sourcing projects under the integrates allocated to GIFA to lead, the Integrates are;

- Priority 6: **Bulk Infrastructure**
- Priority 7: **Optimizing Government Strategic Assets**
- Priority 9: **Cleaning and Waste Management**

Output 2: *Approve feasibility studies.* Feasibility study is an analysis of the project's relevant key areas to determine the factors that will make it bankable and successful. Factors such as needs analysis, solutions options analysis, project diligence, value assessment, economic valuation and procurement plan will be covered in the feasibility study. Completed feasibility studies provide funding and delivery solutions for the projects. The completed feasibility studies provide detailed financial model that presents a project's prospects of success. Most importantly the feasibility studies especially PPPs will demonstrate affordability, how risk will be transferred to the private party. Most importantly, the feasibility studies demonstrate the optimal financing mechanisms for the projects.

Processes of feasibility study approvals will be followed in accordance to the BPR framework, that is; assessment of the draft feasibility studies by the PSC, assessment of the completed feasibility studies by the Project Review Committee and recommendation for approval to the CEO and finally, approval of the feasibility studies by the CEO.

Output 3: *Structuring projects for bankability:* Completed feasibility studies are assessed by the project steering committee and the review committee before recommended to the CEO for approval. The approved feasibility study or business case is analysed and tested for bankability. Market sounding will be undertaken to promote the project, test market appetite and market readiness. The process will also involve development of procurement documentation such as EOI, RFQ and RFP in line with procurement regulations. Furthermore, there will be stage-gates for approvals by the project owners and/ or o National Treasury where requirements demand. Structuring of projects will be concluded once these steps and process or requirements have been met and the project is packaged for readiness of market release.

Given the previous experience of projects struggling to conclude market release stage, the GIFA will conduct a risk assessment exercise on this stage of structuring to develop and implement mitigation actions that would ensure that project progress is not hampered during this stage. As the most critical stage of project development lifecycle, there will be quarterly monitoring of the implementation of risk actions.

Output 4: *Release bankable projects to the market.* The ultimate test for bankability is releasing projects to the market to attract funding. Projects are released to the market by issuing Expression for Interest (EOI) or Request for Proposal and (RFPs and Request for Qualification (RFQ) and at least the processes structuring the projects should be followed earnestly.

Output 5 & 6: *Establishment of the State-owned Bank and State-owned Pharmaceutical Company.* The main goal of GIFA is to support the Gauteng Provincial Treasury to establish the SOB and SOPC and this is done by exploring the legislative implications and requirements and developing the business case that will be approved by the Provincial EXCO. In the coming years GIFA will work with Provincial Treasury to ensure that the business cases are submitted and presented to EXCO. The positive outcome of EXCO decision may lead to preparing engagements with DPSA and National Treasury for concurrent approval by the respective ministers to establish the two entities.

2.5 Programme 2: Resource Considerations

	Outcome			Main appro-priation	Adjusted ap-propriation	Revised estimate	Medium-term estimates		
R thousand	**2021/22**	**2022/23**	**2023/24**	**2024/25**			**2025/26**	**2026/27**	**2027/28**
Project Development and Compliance	15 869	15 430	14 886	13 324	13 224	13 224	14 522	14 561	15 231
Total payments and esti-mates	**15 869**	**15 430**	**14 886**	**13 324**	**13 224**	**13 224**	**14 522**	**14 561**	**15 231**

	Outcome			Main appro-priation	Adjusted ap-propriation	Revised esti-mate	Medium-term estimates		
R thousand	**2021/22**	**2022/23**	**2023/24**	**2024/25**			**2025/26**	**2026/27**	**2027/28**
Current payments	**15 869**	**15 430**	**14 886**	**13 324**	**13 224**	**13 224**	**14 522**	**14 561**	**15 231**
Compensation of employees	10 426	11 023	11 503	11 985	11 985	11 985	12 450	12 120	12 250
Goods and services	5 443	4 407	3 383	1 339	1 239	1 239	2 072	2 441	2 981
Total economic classifica-tion	**15 869**	**15 430**	**14 886**	**13 324**	**13 224**	**13 224**	**14 522**	**14 561**	**15 231**

The allocations over the MTEF was gradually increased. The Programme prioritises the key deliverables within the limited resources.

3. Institutional Programme Performance Information

3.1 Programme: Structured Finance

3.1.1 Purpose: The purpose of this Programme is to structure finance for strategic infrastructure projects, engage potential private and public funders with the aim of raising finance for the projects and to constantly research best practices and models for financing infrastructure projects. The key activities in this business unit involve ensuring that the projects accomplish financial close.

3.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Bankable infrastructure projects financed through capital investment raised from alternative sources of funding	Concluded agreements with funders	Number of agreements concluded with funders	Funder Engagement Strategy and Plan approved	Funder Engagement Strategy and Plan reviewed and implemented	Funder Engagement Strategy and Plan reviewed and implemented	2 MOUs concluded with financers and project developers.	2 agreements concluded with funders	2 agreements concluded with funders	2 agreements concluded with funders
	Completed feasibility studies analysed and tested for bankability	Number of feasibility studies tested for bankability	3 projects analysed and tested for bankability	3 projects analysed and tested for bankability	3 projects analysed and tested for bankability	Analyse and test 2 projects for bankability	3 projects tested for bankability	3 projects tested for bankability	2 projects tested for bankability

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Concluded commercial and financial close	Number of projects concluded commercial close	-	-	-	-	1 project concluded commercial close	2 projects concluded commercial close	2 projects concluded commercial close
		Number of projects concluded financial close	2 projects facilitated to conclude financial close	3 projects facilitated to conclude financial close	3 projects concluded financial close	5 projects concluded financial close	2 project concluded financial close	2 project concluded financial close	2 project conclude financial close

3.3 Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target 2025/26	Q1	Q2	Q3	Q4
Number of agreements concluded with funders	2 agreements concluded with funders	Conclude 1 agreement with funders	Engagements with potential funders on agreements	Engagements with potential funders on agreements	Conclude 1 agreement with funders
Number of feasibility studies tested for bankability	3 projects tested for bankability	Analyse the financial aspects of the feasibility studies	1 project tested for bankability	1 project tested for bankability	1 project tested for bankability
Number of projects concluded commercial close	1 project concluded commercial close	Develop negotiation plan for guiding the negotiation process	Engagements in contract negotiations for commercial close	Conclude 1 contract negotiations for commercial close	1 project concluded commercial close

Output Indicators	Annual Target 2025/26	Q1	Q2	Q3	Q4
Number of projects concluded financial close	2 project concluded financial close	1 project concluded financial close	Engagements in contract negotiations for PPP Agreements	Conclude contract negotiation for financial close	2 project concluded financial close

3.4 Explanation of planned performance over medium term period

The outcome, *"Bankable infrastructure projects prepared for alternative financing mechanisms"* will be achieved through the delivery of four main outputs during the MTSF. These outputs are the building blocks towards the desired outcome and they also assist with the achievement of the GIFA's impact.

Output 1: *Conclude agreements with funders.* The GIFA engages with the role players in the funding environment locally and internationally. The main objectives of these engagements is to forge partnerships that could lead to sharing information, sharing expertise and experience, co-funding of project development or preparation, raising grant funding or donations, raising investment for projects and providing implementation capacity for projects. The partnership could be concluded in the form of MOU, MOA, MOAA or any other agreement that complies with the legal requirements.

Output 2: *Completed feasibility studies analysed and tested for bankability.* Before projects could be released to the market it would be critical to analyse test their bankability. The bankability of a project can connote varying ideas. Therefore, a bankability criteria that covers various factors will be implemented. The criteria covers amongst others the following factors; political environment, economic environment, shareholders' credibility, financial market, legal system, public sector's reliability, project and financial structure models, and regulatory framework would rank as the top critical bankability criteria.

The analysis and testing of the bankability of projects is part of the structuring process and it will be undertaken by the Structured Finance team.

Output 3: *Conclude commercial and financial close.* The output defines a stage when all the conditions of a commercial close and financing agreements are fulfilled prior to the initial availability of funds. The GIFA will engage in commercial close negotiations by firstly, preparing for negotiations, which includes negotiation plan or strategy, preparing draft negotiation documents, facilitation between the private party and the funders, preparing procurement documents, in line with PPP TR16 regulations and preferential procurement regulations, preparing draft contracts, etc. GIFA will be providing support, advice and expertise to the project owners during this process.

3.5 Programme 3: Resource Considerations

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	**2020/21**	**2021/22**	**2023/24**	**2024/25**			**2025/26**	**2026/27**	**2027/28**
Structured Finance	5 474	6 299	6 299	8 000	7 000	7 000	7 800	8 100	8 473
Total payments and estimates	**5 474**	**6 299**	**6 299**	**8 000**	**7 000**	**7 000**	**7 800**	**8 100**	**8 473**

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	**2020/21**	**2021/22**	**2023/24**	**2024/25**			**2025/26**	**2026/27**	**2027/28**
Current payments	**5 474**	**6 299**	**6 299**	**8 511**	**6 447**	**6 447**	**7 800**	**8 100**	**8 473**
Compensation of employees	5 262	5 390	5 390	7 000	6 000	6 000	6 800	7 200	7 500
Goods and services	212	909	909	1 511	447	447	1 000	900	973
Total economic classification	**5 474**	**6 299**	**6 299**	**8 511**	**6 447**	**6 447**	**7 800**	**8 100**	**8 473**

The allocations have increased over the MTEF due to reprioritisation. This Business Unit's key activities will have to prioritise key deliverables within these resources.

4. Updated key risks and mitigations from the SP

Outcome	Key Risk	Risk Mitigation
Bankable infrastructure projects financed through capital investment raised from alternative sources of funding	**Inability to conclude Financial Closure**	• Continuous building the stakeholder management relations. • War-room perform and track special targeted interventions to unblock specific actions/activities. • Initiate and develop MOU with the National Treasury. • Explore alternative funding mechanisms e.g., BFI. • Implement Funder engagement Strategy and plan by Regular Engagement with the Financing institutions. • Provide an affordability cap during the bidding phase so that bidders can compete below the affordability threshold. • Effective project management through managing project timelines.
Bankable infrastructure projects prepared for alternative financing mechanisms.	**Delays in completing feasibility studies**	• Escalate to the HOD's/MM's for fast-tracking the decision making. • Escalate the challenges to the MEC/MMC Finance Forum platform for interventions. • Quarterly progress meeting with decision-makers of project sponsors. • Implementation of the key decision tracking tool. • Effective enforcement of MOU with timeframes and milestones conditions. • Continuous stakeholder engagement with National Treasury.
Bankable infrastructure projects financed through capital investment raised from alternative sources of funding	**Limited available funding (for feasibility studies)**	• Partnership and agreements with development financing institutions (DFIs); grant and donor funding for infrastructure projects including the project development costs. • Inclusion of recovery of project development costs on RFP. • Enforce the Memorandum of Assignment Agreement with regards to the recovery of project development funding after successful financial closure.

Outcome	Key Risk	Risk Mitigation
Bankable infrastructure projects prepared for alternative financing mechanisms.	**Difficulty in sustaining project pipeline**	• Engagements with stakeholders: educate stakeholders on processes of project preparation. • Promote GIFA's value proposition on its support (advisory and technical). • Identify projects through municipal IDP process for off-balance sheet funding, through the planning and budgetary process.
Efficient HR management and effective HR development	**Inadequate capacity to address operational needs**	• Follow-up with OOP on GTAC Review process on GPG entities. • Review and approved MOU. • Outsourcing specialised skills (on a needs basis).
Small, micro and medium size businesses, unserved individuals and township enterprises integrated in the formal financial sector. Sustainable medical supply in Gauteng health care facilities.	**No suitable transaction advisor proposals received *(State-Bank project)***	• Assess market before tender. • Assess alternative channels for advertising. • Ensure Bid Specification Committee is experienced with the project sector.
	Delays in completing the business case timeously for state bank and pharmaceutical company.	• Terms of Reference for Transaction Advisory Services • Reference letters for a service provider. • Contract management. • Bid evaluation criteria for the selection of a transaction advisor for the project

5. Public Entities

Not Applicable to GIFA.

6. Public-Private Partnerships (PPPs)

Not applicable to GIFA

Part D:
Spatial Transformation Information

6.1 Spatial Planning and Land Use Management

The table below highlights information on GIFA's Flagship Projects in line with the Spatial Planning and Land Use Management (Act 16 of 2013):

The project ownership remains with the respective owners throughout the projected development cycle. The GIFA is responsible for project preparation, procurement and facilitation of financial close. The projects are handed over to the owners for implementation. The cost reflected herein is the project development cost funded by GIFA's Project Preparation Facility (PPF). The cost is recovered once the project concludes financial close. The arrangement between GIFA and the project owners is determined by the MOU or SLA agreed at the start of the projects.

No.	Project name	Project Owner	Description	Outputs	Start date	Completion date	Total estimated cost (R'000)	Current year expenditure (R'000)
1.	**Jewellery Manufacturing Precinct**	Department of Economic Development and Gauteng Growth and Development Agency	The Jewellery Manufacturing Precinct is located within planned SEZ at OR Tambo Airport. The precinct is a conglomeration of jewellery manufacturing facilities and support operations including an Office Park. The precinct also incorporates land parcels allocated to In2Food, a premium food manufacturing and packaging company to establish its factory.	1. Phase 1: In2Food Manufacturing Plant 2. Phase 2: JMP 3. Phase 3: Superblock Office Park	2011	• Phase 1: 2018 • Phase 2: In Progress • Phase 3: 2021	N/A	N/A
2.	**West Rand Logistics Hub / Mega Park**	West Rand District Municipality	The project is a multi-purpose development park that includes a logistics hub, light	• Feasibility Study • Facilitation of	2012	2018	4 000 (Feasibility Study)	3 762

			industry factories, fresh produce market, agri-processing hub and a retail shopping centre etc.)	dealmaking between the developer and the land owner				
3.	**Rooftop Solar PV: Phase 1**	Gauteng Department of Infrastructure Development (GDID)	The project entails the installation of rooftop solar panels on GPG's buildings (more than 500 sites, with a total roof surface area of app. 8 million m^2). The developer will design, construct, finance, maintain and operate the programme. The project is a being implemented in phases.	• Feasibility Study • Appointment of a developer • Financial close	2013	In Progress	4 675 (Feasibility Study)	4 535
4.	**The Innovation Hub: Enterprise Building 2 & 3**	Gauteng Department of Economic Development	The TIH is a Science Park with incubation programmes in the bio-economy such as agro-processing, pharmaceutical, smart industries (**"ICT"**) and advanced manufacturing) sectors and green economy. The TIH operates a range of enterprise development, skills development and innovation enabling programmes. The project entails the design, construction and financing of Enterprise Building 2 and 3.	• Feasibility Study • Appointment of a developer • Financial close	2013	In Progress	7 070 (Feasibility Study)	5 454
5.	**Merafong Solar Farm Cluster**	Merafong Local Municipality	This is a photovoltaic power station, also known as a solar park and is a large-scale	• Feasibility Study • Appointment of developers	2016	In Progress	3 500 (Feasibility Study)	2 298

			photovoltaic system (PV) designed to harvest solar energy and supply into the electricity grid. The project entails the development of a solar farm with solar energy related economic activities physically clustered together in Merafong to derive economic benefits.	(IPP's) • Financial Close				
6.	**City of Johannesburg Alternative Waste Treatment Technology**	City of Johannesburg ("CoJ") Metropolitan Municipality	The AWTT is a project that aims to use technology to dispose municipal waste at land fill sites, whilst generating electricity for the municipality. The CoJ AWTT plant will generate approximately 25MW electricity.	• Feasibility Study • Appointment of developers • Financial Close	2015	In Progress	N/A	N/A
7.	**Gauteng Schools Programme**	Gauteng Department of Education	The design, construction and financing of new school infrastructure. The school designs will be in line with the GDE initiative to provide smart classrooms as a way of modernising public education and responding to new educational imperatives for quality learning.	• Feasibility Study • Appointment of developers • Financial Close	2011	In Progress	19 659 (Feasibility Study to Financial Close)	10 481
8.	**Sedibeng Agro-processing Hub (Vereeniging Fresh Produce Market)**	Sedibeng District Municipality	The project entails the revival of the existing Vereeniging Fresh Produce Market in Sedibeng through refurbishment, modernization and expansion of the facilities to enable the proper functioning	• Feasibility Study • Appointment of developers • Financial Close	2015	In Progress	4 580 (Feasibility Study)	4 580

			of the market. This project will integrate an agro-processing facility with the focus on the local agricultural produce.					
9.	**Merafong Bio-energy Park**	Merafong Local Municipality	The project entails the establishment of an Energy Conversion Industrial Park in Merafong, West Rand that would provide numerous opportunities presented by the Green Economy and Economic Clustering. The park would provide benefits to the industrial tenants in order to attract and retain investment and grow a new economic base for the municipality.	• Feasibility Study • Appointment of developers • Identify beneficiaries • Financial Close	2016	In Progress	4 500 (Feasibility Study)	4 449
10.	**West Rand Agri-Parks**	West Rand District Municipality	The project entails establishment of an integrated agro-processing facility with the focus on the local agricultural produce in order to supply processed products to the local and international markets.	• Feasibility Study • Appointment of developers • Identify beneficiaries • Financial Close	2015	In Progress	6 000 (Feasibility Study)	3 905
11.	**Krugersdorp Game Reserve (KGR)**	Mogale City Local Municipality **("MCLM")**	The project entails the upgrade, management and effective commercialisation of the KGR in order to maximize the potential nature-based tourism opportunity in the region. The Krugersdorp Game Reserve is a 1400 ha game reserve owned by the	• Feasibility Study • Appointment of developer/ operator • Financial Close	2017	In Progress	2 000 (Feasibility Study)	2 000

			Mogale City Local Municipality.					
12.	**Gauteng Provincial Legislature**	Gauteng Provincial Legislature **("GPL")**	The project entails the extension and refurbishment of an existing legislature precinct in Johannesburg CBD. The precinct will provide a conducive working environment for the Legislature staff and improve on service delivery.	• Feasibility Study • Appointment of developer • Financial Close	2018	In Progress	13 754 (Feasibility Study)	2 201
13.	**COT Rail & Freight / Pyramid**	Tshwane Economic Development Agency (TEDA)	The project is a dry port in the City of Tshwane that will link rail and road to an inland intermodal terminal for logistics companies. The hub will provide a host of services, including storage, consolidation, depot, container maintenance and customs clearance.	• Feasibility Study • Appointment of developer • Financial Close	2018	In Progress	4 000 (Feasibility Study)	3 500

6.2 Geo-spatial reference of GIFA projects

No.	Project name	Project Owner	Description	Geo-spatial Reference (Latitude & Longitude)
1.	**Jewellery Manufacturing Precinct**	Department of Economic Development Gauteng Growth and Development Agency	The Jewellery Manufacturing Precinct is located within planned SEZ at OR Tambo Airport. The precinct is a conglomeration of jewellery manufacturing facilities and support operations including an Office Park. The precinct also incorporates land parcels allocated to In2Food, a premium food manufacturing and packaging company to establish its factory.	-26.10544448201936, 28.25376508304397
2.	**West Rand Logistics Hub / Mega Park**	West Rand District Municipality	The project is a multi-purpose development park that includes a logistics hub, light industry factories, fresh produce market, agri-processing hub and a retail shopping centre etc.)	-26.289453415293554, 27.81243076348649
3.	**Rooftop Solar PV: Phase 1**	Gauteng Department of Infrastructure Development (GDID)	The project entails the installation of rooftop solar panels on GPG's buildings (more than 500 sites, with a total roof surface area of app. 8 million m^2). The developer will design, construct, finance, maintain and operate the programme. The project	• Charlotte Maxeke : -26.174177676654796, 28.04734081761361 • Tembisa Hospital : 25.983572594267816,28.238581586363416 • Dr George Mukhari: --25.61846442419853, 28.01128834486591 • Tshwane Hospital: -25.731959265606875, 28.2013732637917 • Mamelodi Hospital :-25.713346721914032, 28.37215513576889 • Laudium Hospital: -25.78263326086574, 28.088587009490933 • Yusuf Dadoo :-26.094195193991165, 27.783343743778993

			is a being implemented in phases.	• Carletonville Hospital :-26.347369233471227, 27.39422145245347 • Heidelburg Hospital : -26.503864449163917, 28.351807911488784
4.	**The Innovation Hub: Enterprise Building 2 & 3**	Gauteng Department of Economic Development	The TIH is a Science Park with incubation programmes in the bio-economy such as agro-processing, pharmaceutical, smart industries (**"ICT "**) and advanced manufacturing) sectors and green economy. The TIH operates a range of enterprise development, skills development and innovation enabling programmes. The project entails the design, construction and financing of Enterprise Building 2 and 3.	-25.749128929478747, 28.268049922958564
5.	**Merafong Solar Farm Cluster**	Merafong Local Municipality	This is a photovoltaic power station, also known as a solar park and is a large-scale photovoltaic system (PV) designed to harvest solar energy and supply into the electricity grid. The project entails the development of a solar farm with solar energy related economic activities physically clustered together in Merafong to derive economic benefits.	• Latitude: 26°21'10.62S Longitude: 27°30'16.7E • Latitude: 26°22'11.56S Longitude: 27°30'44.8E • Latitude: 26°22'29.56S Longitude: 27°32'3.04E • Latitude: 26°22 29.56S Longitude: 27°32'3.04E • Latitude: 26°21'48.23S Longitude: 27°29'47.78E • Latitude: 26°20'33.99S Longitude: 27°32'27.53E • Latitude: 26°17'22.5S Longitude: 27°32'12.86E • Latitude: 26°17'22.5S Longitude: 27°32'12.86E • Latitude: 26°20'8.12S Longitude: 27°27'32.14E • Latitude: 26°18'37S Longitude: 27°28'59.48E • Latitude: 26°20'7.13S Longitude: 27°27'53.24E

				• Latitude: 26°18'37S Longitude: 27°28'59.48E • Latitude: 26°18'15.54S Longitude: 27°31'5.35E • Latitude: 26°20'20.45S Longitude: 27°31'10.32E • Latitude: 26°18'37S Longitude: 27°28'59.48E • Latitude: 26°19'55.81S Longitude: 27°31'12.34E
6.	**City of Johannesburg Alternative Waste Treatment Technology**	City of Johannesburg ("CoJ") Metropolitan Municipality	The AWTT is a project that aims to use technology to dispose municipal waste at land fill sites, whilst generating electricity for the municipality. The CoJ AWTT plant will generate approximately 25MW electricity.	• Multiple sites in Robinson Deep 81-Ir • Marie Louise(Farm Vogeistruisfontein 231-IQ)
7.	**Gauteng Schools Programme**	Gauteng Department of Education	The design, construction and financing of 18 new schools. The school designs will be in line with the GDE initiative to provide smart classrooms as a way of modernising public education and responding to new educational imperatives for quality learning.	• Birch Acres Ext. 3 PS: -26,044842, 28,205344 • Doornpoort PS: -25,6499, 28,2385 • Evaton West SS (No EMIS yet) SW: -26,524109, 27,824434 • Mayberry Park PS (No Emis Yet) ES: -26,319608, 28,1183558 • Mayfield Ext. 5 PS (No Emis Yet) EN: -26,1175393, 28,4366038 • Olievenhoutbosch Primary School No. 2: -25.897930, 28.094704 • Savanna City Primary School: -26.506908, 27.901259 • Soshanguve South Ext. 7 SS: -25,594783, 28,091362 • Soshanguve-A SS (No Emis Yet) TW: -25,601242, 28,108223 • The Reeds (No EMIS yet): -25,895224, 28,138019 • Blue Eagle High SS700400391 JN: -26,022565, 27,920135 • Dulcie September PS 700400533 JE: -26,01844392, 28,17100171 • Eden-Ridge High SS 700400542 ES: -26,39466564, 28,13813832 • Lufhereng SS 700400791 JW: -26,239556, 27,800949 • Mpumelelo Secondary School 700400155: -25.719362, 28.714341

				• Randfontein Secondary School 700270025: -26.200427, 27.707538 • Toekomsrus Primary School 700270033: -26.204474, 27.708896 • Tshepo Ya Rona PS 700400522 JS: -26,384372, 27,885112
8.	**Sedibeng Agro-processing Hub (Vereeniging Fresh Produce Market)**	Sedibeng District Municipality	The project entails the revival of the existing Vereeniging Fresh Produce Market in Sedibeng through refurbishment, modernization and expansion of the facilities to enable the proper functioning of the market. This project will integrate an agro-processing facility with the focus on the local agricultural produce.	-26.56438,27.94121
9.	**Merafong Bio-energy Park**	Merafong Local Municipality	The project entails the establishment of an Energy Conversion Industrial Park in Merafong, West Rand that would provide numerous opportunities presented by the Green Economy and Economic Clustering. The park would provide benefits to the industrial tenants in order to attract and retain investment and grow a new economic base for the municipality.	-26.333882, 27.547204
11.	**West Rand Agri-Parks**	West Rand District Municipality	The project entails establishment of an integrated agro-processing facility with the focus on the local agricultural	-26.333882, 27.547204

			produce in order to supply processed products to the local and international markets.	
12.	**Krugersdorp Game Reserve (KGR)**	Mogale City Local Municipality **("MCLM")**	The project entails the upgrade, management and effective commercialisation of the KGR in order to maximize the potential nature-based tourism opportunity in the region. The Krugersdorp Game Reserve is a 1400 ha game reserve owned by the Mogale City Local Municipality.	-26.10537839557698, 27.723786940879286
13.	**Gauteng Provincial Legislature**	Gauteng Provincial Legislature **("GPL")**	The project entails the extension and refurbishment of an existing legislature precinct in Johannesburg CBD. The precinct will provide a conducive working environment for the Legislature staff and improve on service delivery.	-26.199065041142003, 28.04196897911036
14.	**COT Rail & Freight / Pyramid**	Tshwane Economic Development Agency (TEDA)	The project is a dry port in the City of Tshwane that will link rail and road to an inland intermodal terminal for logistics companies. The hub will provide a host of services, including storage, consolidation, depot, container maintenance and customs clearance.	-25.600351106309517, 28.216153769720755

6.3 Spatial impact of GIFA projects

Project Name	Project Sector	Project Compliance with NSDF 2023 "Shapers"	Alignment with Framework Objectives	Project Contribution to Situational Analysis
State-owned Pharmaceutical Company	Health	Supports regional economic nodes	Strengthens industrial zones and healthcare resilience	Addresses shortages in medical supply chains, enhances local pharmaceutical production capacity, and reduces dependency on imported medicines. Supports regional industrialization and job creation in the healthcare sector.
State-owned Bank	Financial Services	Supports economic development corridors	Provides access to funding and financial inclusion	Facilitates financial access for SMMEs, township businesses, and marginalized communities. Strengthens Gauteng's financial ecosystem, addressing gaps in funding for economic transformation.
OR Tambo International Airport SEZ	Transport & Trade	Enhances global competitiveness	Attracts foreign direct investment and supports export-oriented industries	Strengthens Gauteng's role as a global trade and logistics hub. Facilitates economic integration with international markets, boosting job creation in aviation-linked industries.
AIDC Solar	Energy	Advances sustainable energy infrastructure	Reduces reliance on traditional power sources and promotes green economy	Supports energy security and sustainability. Reduces operational costs for industries, improving Gauteng's competitiveness while addressing climate change goals.
GPG Acquisition of Strategic Infrastructure Assets	Multi-sector	Supports strategic economic investments	Facilitates public-private partnerships	Enhances government's ability to secure and develop critical infrastructure. Strengthens asset management for economic development, ensuring long-term stability in service delivery.
AIDC Inland Port	Transport & Logistics	Facilitates trade and logistics corridors	Reduces congestion at main ports and improves regional connectivity	Strengthens Gauteng's role as a logistics and trade hub, alleviating pressure on road freight and enhancing the movement of goods across South Africa and other African countries.
Khayalami Hospital	Health			Addresses the access to health care for the growing population

Deveyton Hospital **ABTs Hospitals**		Enhances healthcare infrastructure	Improves access to healthcare services in underserved areas	and historical marginalisation of the indigent people . Enhances capacity for patient care and emergency response, directly improving health outcomes in Gauteng.
Merafong Bio-energy Park	Energy & Environment	Supports renewable energy initiatives	Reduces reliance on fossil fuels and promotes circular economy	Addresses energy security and environmental sustainability. Converts waste into energy, reducing landfill waste while creating jobs in the green economy.
West Rand Agri-Parks	Agriculture	Enhances rural and peri-urban economies	Strengthens food security and supports agribusiness	Facilitates the development of sustainable food production systems. Supports local farmers by providing market access, infrastructure, and value-chain development.
Krugersdorp Game Reserve	Tourism & Environment	Supports conservation and eco-tourism	Enhances biodiversity preservation and sustainable tourism	Promotes eco-tourism and conservation efforts. Stimulates local economies through tourism-related job creation while preserving natural heritage.
COJ-Alternative Waste Treatment Technology	Energy and Environment	Advances sustainable energy infrastructure	Reduces reliance on fossil fuels and promotes circular economy	Addresses energy security and environmental sustainability. Converts waste into energy, reducing landfill waste while creating jobs in the green economy.
Rooftop Solar PV	Energy	Advances urban renewable energy solutions	Reduces dependence on Eskom and promotes clean energy alternatives	Enhances energy efficiency in public buildings, reducing operational costs and promoting Gauteng's commitment to renewable energy. Improves energy resilience, particularly in critical sectors such as healthcare.
The Innovation Hub: EB3	Technology & Innovation	Supports knowledge-based economic zones	Encourages research and development and commercialization of innovation	Strengthens Gauteng's position as a technology and innovation hub. Supports entrepreneurship and startup incubation, driving knowledge economy growth.
Merafong Solar Farm Cluster	Energy	Promotes sustainable and decentralized energy generation	Reduces energy costs for businesses and improves grid stability	Expands Gauteng's renewable energy mix, reducing reliance on fossil fuels. Provides cost-effective energy solutions for industries and municipalities, enhancing energy security.

COT-Freight & Rail/ Pyramid	Transport & Logistics	Enhances freight and rail infrastructure	Reduces congestion in urban areas and facilitates economic logistics	Addresses inefficiencies in freight logistics. Improves rail-based cargo transport, reducing heavy truck reliance on roads and lowering carbon emissions.
Jewellery Manufacturing Precinct	Manufacturing	Supports industrial and skills development	Encourages local production and value chain expansion	Strengthens Gauteng's role in high-value manufacturing. Supports job creation and skills transfer in the jewellery and design industries.
West Rand Mega Park	Industrial Development	Strengthens economic clusters	Attracts industrial investment and enhances manufacturing capabilities	Stimulates industrialization and economic diversification in the West Rand. Attracts investment to manufacturing and logistics sectors, creating sustainable employment opportunities.
Gauteng Schools Programme	Education	Strengthens social infrastructure	Improves access to quality education and skills development	Addresses the backlog in school infrastructure. Ensures access to education for Gauteng's growing population, enhancing human capital development.
Vaal River City	Mixed-Use Development	Aligns with NSDF objectives for sustainable urbanization, infrastructure development, and economic growth	Supports regional economic hubs, integrates bulk infrastructure, and promotes spatial transformation	The Vaal River City project is a strategic mega-development aimed at catalysing economic and infrastructural growth in the Vaal Region. It is expected to unlock investment worth over R20 billion, create employment opportunities, and address housing backlogs. The project aligns with SPLUMA by supporting spatial transformation and integrating bulk infrastructure to facilitate development. Additionally, it promotes sustainable urbanization through conservation, alternative energy, and green initiatives.

Part E:
Technical Indicator Description (TID)

Indicator Title 1.1	• Approved Risk Management Strategy
Definition	• The indicator measures compliance in developing the Risk Management Strategy.
Source of data	• Data will be collected from an approved strategy. • Data will be collected from CEO through quarterly reports.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• Risk Management strategy approved by the CEO
Assumptions	• The Strategy will be approved and implemented.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is an effective strategy that assists to address risks. Any below performance is not accepted as it will put the entity in a precarious situation.
Indicator Responsibility	• The indicator will be managed and reported by the Risk Manager.
Indicator Title 1.2	• Implemented Risk Management Strategy
Definition	• The indicator measures the implementation of the Risk Management Strategy.
Source of data	• Data will be collected from quarterly Risk Management reports presented at REMC
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• Risk Management reports adopted by REMC
Assumptions	• The reports will be adopted and submitted to Audit Committee.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The effective management of the Entity's Risk strategy that assists to address risks.
Indicator Responsibility	• The indicator will be managed and reported by the Risk Manager.

Indicator Title 1.3	• Approved GIFA's Annual Performance Plan
Definition	• The indicator measures if the strategy of GIFA and APP are developed in line with the revised framework for Strategic Plans and APPs. • The indicator measures if the GIFA and APP are aligned to the priorities of GPG as outlined in the Provincial Plan: Roadmap to 2030.
Source of data	• Data will be collected from approved 2025/26 APP.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An approved APP by the CEO and MEC.
Assumptions	• The annual performance plan is aligned and compliant in line with the revised Strategic Plan and APP Framework.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is that the quarterly performance reports will be approved by the MEC and aligned to the Annual Performance Plan.
Indicator Responsibility	• The indicator will be managed and reported by Head of Strategy, M&E.

Indicator Title 1.4	• Number of SOAR reports submitted to the MEC
Definition	• The number of quarterly performance reports produced for submission to the Legislature/ Portfolio Committee
Source of data	• Data will be collected from annual performance report.
Method of Calculation / Assessment	• Simple count.
Means of verification	• 4 approved Quarterly Performance Reports (SOAR) by approved CEO
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative

Reporting Cycle	• Quarterly
Desired performance	• The desired performance is that the quarterly performance reports will be approved by the MEC and adopted by the Legislature/ Portfolio Committee.
Indicator Responsibility	• The indicator will be managed and reported by Head of Strategy, M&E.

Indicator Title 1.5	• Number of Project Progress Reports submitted to the MEC
Definition	• The number of project progress reports produced on quarterly basis for submission to the Legislature/ Portfolio Committee.
Source of data	• Data will be collected from annual performance report.
Method of Calculation / Assessment	• Simple count.
Means of verification	• 4 approved Project Progress Reports by CEO.
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is that the quarterly project monitoring reports will be approved by the CEO.
Indicator Responsibility	• The indicator will be managed and reported by Head of Strategy, M&E.

Indicator Title 1.6	• Audited Annual Report tabled at Legislature
Definition	• The indicator measures the submitted audited annual report in line with the AG's scope.
Source of data	• Data will be collected from tabling of the annual report.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An audited Annual Report submitted to the Provincial Legislature
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.

Calculation Type	• Non-cumulative
Reporting Cycle	• Annually
Desired performance	• The desired performance is an Annual Report is adopted by Provincial Legislature
Indicator Responsibility	• The indicator will be managed and reported by Head of Strategy, M&E.

Indicator Title 1.7	• Auditor General's audit outcome
Definition	• The findings of the auditor general on GIFA's Annual Performance Report.
Source of data	• Data will be collected from a report from the AGSA.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An unqualified outcome report from AGSA
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is a clean audit.
Indicator Responsibility	• The indicator will be managed and reported by CFO.

Indicator Title 1.8	• Number of credible and accurate quarterly and annual financial statements submitted within the prescribed times
Definition	• The number of GIFA's Financial Statements in compliance to PFMA in terms of preparing and submitting annual financial statements
Source of data	• Data will be collected from quarterly reports from the AGSA.
Method of Calculation / Assessment	• Quantitative Assessment
Means of verification	• Accurate and credible financial statements by GIFA
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation	• Not Applicable.

(where applicable)	
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• Accurate and credible financial statements.
Indicator Responsibility	• The indicator will be managed and reported by CFO.

Indicator Title 1.9	• Percentage (%) of valid suppliers paid within 30 days
Definition	• This is the measurement of how many valid invoices are paid in 30 days of receipt.
Source of data	• Data will be collected from quarterly reports.
Method of Calculation / Assessment	$\frac{\text{Total No. of valid invoices received}}{\text{Total No. of valid invoices paid}} \times 100$
Means of verification	• Reports indicating 100% of valid suppliers paid within 30 days
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is all valid invoices paid within 30 days.
Indicator Responsibility	• The indicator will be managed and reported by CFO.

Indicator Title 1.10	• Approved HRMD Strategy implemented
Definition	• The HRDM Strategy that informs how GIFA manages all areas of human resource management is approved by the CEO and implemented.
Source of data	• Data will be collected from quarterly reports.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An approved HRMD Strategy by the CEO.
Assumptions	• The GIFA HRDM is effectively implemented.
Disaggregation of Beneficiaries (where	• Not Applicable.

applicable)	
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Annually
Desired performance	• The desired performance is a Human Resource Development Management Strategy for GIFA.
Indicator Responsibility	• The indicator will be managed and reported by Director Human Resource Management.

Indicator Title 1.11	• Approved Communications Strategy implemented.
Definition	• The purpose of the indicator is to measure the successful is the implementation of the approved Communication Strategy in the GIFA.
Source of data	• Data will be collected from quarterly reports.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An approved Communications Strategy
Assumptions	• The marketing and communication of GIFA is effective.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is a effectively implemented Communications Strategy.
Indicator Responsibility	• The indicator will be managed and reported by Director Communications

Indicator Title 1.12	• Approved Stakeholder Relations Strategy implemented
Definition	• The purpose of the indicator is to measure how successful is the implementation of the approved Stakeholder Relations Strategy.
Source of data	• Data will be collected from quarterly reports.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An approved Stakeholder Relations Strategy
Assumptions	• The stakeholder relations and communication of GIFA is effective.

Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is a effective implemented Stakeholder Relations Strategy.
Indicator Responsibility	• The indicator will be managed and reported by Director Communications.

Indicator Title 1.13	• Approved ICT Strategy implemented
Definition	• The ICT Strategy developed by GIFA in line with the Corporate Governance of ICT Policy Framework and approved by the CEO.
Source of data	• Data will be collected from quarterly reports.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An approved ICT Strategy
Assumptions	• The marketing and communication of GIFA is effective.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is an ICT strategy that is effective in bringing change in the organisation.
Indicator Responsibility	• The indicator will be managed and reported by the ICT Manager

Indicator Title 1.14	• Approved Facilities Management Plan implemented
Definition	• The indicator measures the approval of the Facilities Management Plan by the CEO and its implementation.
Source of data	• Data will be collected from quarterly reports.
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An approved Facilities Management Plan

Assumptions	• The Facilities Management plan is effectively implemented.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is a Facilities Management Plan for GIFA.
Indicator Responsibility	• The indicator will be managed and reported by Director Human Resource Management and Auxiliary Services

Indicator Title 1.15	• Number of sourced projects approved for inclusion into the infrastructure pipeline
Definition	• The number of projects added into GIFA's project list and are sourced from the provincial departments municipalities via engagements and calls for submission of applications to the GIFA PPF.
Source of data	• Data will be collected from Project Development and Compliance Unit.
Method of Calculation / Assessment	• Simple count
Means of verification	• Approved Accepted Letters from the CEO
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is at least 2 projects, or more are sourced each year.
Indicator Responsibility	• The indicator will be managed and reported by Head of Project Development & Compliance.

Indicator Title 1.16	• Number of feasibility studies approved
Definition	• The number of projects that have been developed, assessed and approved by the CEO.
Source of data	• Data will be collected from Project Development & Compliance Unit.
Method of Calculation / Assessment	• Simple count
Means of verification	• A completed Feasibility Study assessed by the PSC and the GIFA Review Committee and approved by CEO
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable
Spatial Transformation (where applicable)	• Not Applicable
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is at least 3 feasibilities, or more are completed each year.
Indicator Responsibility	• The indicator will be managed and reported by Head of Project Development & Compliance.

Indicator Title 1.17	• Number of Projects structured for bankability
Definition	• Number of projects that have been taken through a process of preparing them for release to market by testing, promoting and ensuring their readiness for market release.
Source of data	• Data will be collected from the Project Development Unit
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• Projects that have achieved all the required stage-gates or steps for market release.
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable
Spatial Transformation (where applicable)	• Not Applicable
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly

Desired performance	• Well-structured projects for bankability that are released to the market.
Indicator Responsibility	• The indicator will be managed and reported by Head of Project Development and Compliance.

Indicator Title 1.18	• Number of bankable projects released to the market
Definition	• The number of projects that have been released to the market through EOI, RFQ or RFP.
Source of data	• Data will be collected from Project Development & Compliance Unit.
Method of Calculation / Assessment	• Simple count
Means of verification	• Expression of Interest (EOI), Request for Quotation (RFQ), Request for Proposal (RFP) approved by BAC.
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable
Spatial Transformation (where applicable)	• Not Applicable
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is at least 3 projects or more are released to the market each year.
Indicator Responsibility	• The indicator will be managed and reported by Head of Project Development & Compliance.

Indicator Title 1.19	• Recommended establishment of SOB by Interdepartmental Assessment Committee (IAC) of DPSA/ National Treasury
Definition	• A sound and credible SOB business case submitted, assessed and recommended for establishment by the IAC.
Source of data	• Data will be collected from the Project Development & Compliance Unit
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• Recommendation letter or correspondence for DPSA and/ or National Treasury

Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable
Spatial Transformation (where applicable)	• Not Applicable
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• An approved business case by EXCO recommended by IAC for establishment of SOB.
Indicator Responsibility	• The indicator will be managed and reported by Head of Project Development and Compliance.

Indicator Title 1.19	• Recommended establishment of SOPC by Interdepartmental Assessment Committee of DPSA/ National Treasury
Definition	• A sound and credible SOPC business case submitted, assessed and recommended for establishment by the IAC.
Source of data	• Data will be collected from the Project Development Unit
Method of Calculation / Assessment	• Qualitative Assessment
Means of verification	• An approved business case by EXCO recommended by IAC for establishment of SOB.
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable
Spatial Transformation (where applicable)	• Not Applicable
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• An approved business case by EXCO recommended by IAC for establishment of SOB.
Indicator Responsibility	• The indicator will be managed and reported by Head of Project Development and Compliance.

Indicator Title 1.20	• Number of agreements concluded with funders
Definition	• The indicator measures how many partnership agreements can be established with potential funders in the form of signed MOUs or MOAs to raise funding for project development and project finance.
Source of data	• Data will be collected from Structured Finance. • Data will be collected through quarterly signed MOUs.

	• There are no anticipated data limitations.
Method of Calculation / Assessment	• Quantitative Assessment
Means of verification	• MOUs, MOAs and any other form of legal agreement concluded with financiers and project developers.
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is 2 agreements concluded with financiers and project developers.
Indicator Responsibility	• The indicator will be managed and reported by Head of Structured Finance.

Indicator Title 1.21	• Number of feasibility studies tested for bankability
Definition	• The indicator measure how many feasibility studies or business cases are analysed in terms of all of their critical aspects of a project to determine the probability of financing and implementing them successfully.
Source of data	• Data will be collected from Structured Finance. • Data will be collected through quarterly reports of the unit. • There are no anticipated data limitations.
Method of Calculation / Assessment	• Simple count.
Means of verification	• Approved bankability reports by Head: Structured Finance
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is at least 3 analysed and tested feasibility studies or business cases.
Indicator Responsibility	• The indicator will be managed and reported by Head of Structured Finance.

Indicator Title. 1.22	• Number of projects concluded commercial close
Definition	• The indicator measures the point at which agreements are reached on all commercial terms of the project agreements for identified projects.
Source of data	• Data will be collected from Structured Finance.
Method of Calculation / Assessment	• Simple count
Means of verification	• Signed commercial close documents by all relevant parties to the project.
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.
Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is at least 3 projects supported to conclude financial close.
Indicator Responsibility	• The indicator will be managed and reported by Head of Structured Finance.

Indicator Title. 1.23	• Number of projects concluded financial close
Definition	• The indicator measures the conclusion of project contracts or PPP agreements and financing agreements. At his stage all conditions on those agreements have been met, and the private party and government or beneficiary can sign-off.
Source of data	• Data will be collected from Structured Finance.
Method of Calculation / Assessment	• Simple count
Means of verification	• Final PPP Agreement documentation or contract documentation that indicate all parties have completed the mark-ups.
Assumptions	• There are no anticipated data limitations.
Disaggregation of Beneficiaries (where applicable)	• Not Applicable.

Spatial Transformation (where applicable)	• Not Applicable.
Calculation Type	• Non-cumulative
Reporting Cycle	• Quarterly
Desired performance	• The desired performance is at least 3 projects supported to conclude financial close.
Indicator Responsibility	• The indicator will be managed and reported by Head of Structured Finance.