

DEPARTMENT OF ECONOMIC DEVELOPMENT
BUSINESS PLAN

2026/2027

3rd Draft

20 May 2026

Sign Off

Executive Director: Mr Mathopane Masha

Signature: 

Date: *20 May 2026*

Member of Mayoral Committee: Cllr Nomoya Daphney Mnisi

Signature: 

Date: *23 may 2026*

Table of Contents

1	Executive Summary.....	4
2	Strategic Overview	9
3	Core Mandate.....	9
4	Legislation and Policy Environment.....	9
5	Strategic Objectives.....	10
6	GDS Outcomes and Outputs.....	12
7	Departmental Responses	22
7.1	IDP / Community Based Planning Community Issues	22
7.2	Customer Satisfaction Survey / Quality of Life Survey.....	23
7.3	Perceptions Management	24
7.4	Intergovernmental Relations (IGR)	26
7.5	Alignment to Presidential Johannesburg Working Group (PJWG).....	27
7.6	Alignment to Local Government Turnaround Strategy (LGTAS) Workstreams.....	28
7.7	DED contribution to District Development Model (DDM) level Outcomes	29
8	Strategic Analyses.....	29
9	Strategic Response	38
9.1	Key Performance Areas.....	42
9.2	2024/25 Past Performance and Future Outlook.....	40
9.3	Corporate Scorecard.....	42
9.4	Departmental Scorecard	44
9.5	Gate Keeping Indicators	48
9.6	2025/2026 Circular 88 Output Indicators for Annual Reporting.....	50
9.7	2025/2026 Circular 88 Compliance Indicators	51
9.8	Circular 88 Compliance Questions.....	52
9.9	Corporate SDBIP Technical Indicator Description	52
9.10	Department Scorecard Technical Indicator Descriptions	54
9.11	Gate Keeping KPI Technical definition.....	59
9.12	C88 LED Output Technical Indicator Description.....	59
9.13	2026/27 Circular 88 Compliance Indicator Technical Description	63
10	Financial Impact	66
10.1	Budget and Sources of Funding.....	66
10.2	Capital Expenditure.....	66
10.3	Capital Expenditure Breakdown.....	67
11	Management and Organisational Structure	68
11.1	Organisational Structure	69
11.2	Management Team.....	70
11.3	Capacity Analysis.....	70
11.4	Employment Equity	70
12	Communication and Stakeholder Management.....	71
12.1	Stakeholder matrix	71
12.2	Institution of the Higher Learning	73
13	Audit Resolution	78

Glossary of Terms

List of Acronyms and Abbreviations	
AER	Annual Economic Review
AGOA	Africa Growth and Opportunity Act
AIDC	Automotive Industry Development Centre
BPESA	Business Process Enabling South Africa
BPO	Business Process Outsourcing
BREA	Business Retention, Expansions and Aftercare
CIPC	Companies and Intellectual Property Commission
COVID	Corona Virus Disease
CSD	Central Supplier Database
DSBD	Department of Small Business Development
DTI	Department of Trade and Industry
EFTA	European Free Trade Association
EU	European
FET	Further Education and Training
FTA	Free Trade Area
GDP	Gross Domestic Product
GEP	Gauteng Enterprise Propeller
GGDA	Gauteng Growth
GICT	Group Information Technology and Information Management
GLU	Government of Local Unity
GVC	Global Value Chains
HDI	Human Development Index
ICT	Information and Communication Technology
IDC	Industrial Development Cooperation
IDP	Integrated Development Plan
IGR	Inter-governmental Relations
JBF	Johannesburg Business Forum
KPA	Key Performance Areas
KPI	Key Performance Indicator
LED	Local Economic Development
MFMA	Municipal Finance Management
MOU	Memorandum of Understanding
NDP	National Development Plan
NYDA	National Youth Development Agency
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PEZ	Priority Economic Zones
PPP	Public Private Partnership
R	Rand (South African)
RAP	Reformed Action Plans
REDP	Regional Economic Development Plans
SAACI	South African Association for the Conferencing Industry
SACU	South African Customs Union
SADC	Southern African Development Community
SDBIP	Business Plans, Service Delivery and Budget Implementation Plan
SETA	Sector Education Training Authorities
SMME	Small Medium Micro Enterprises
SPV	Special Purpose Vehicle
UDZ	Urban Development Zones
USD	United States Dollar
VIC	Visitors Information Centres

1 Executive Summary

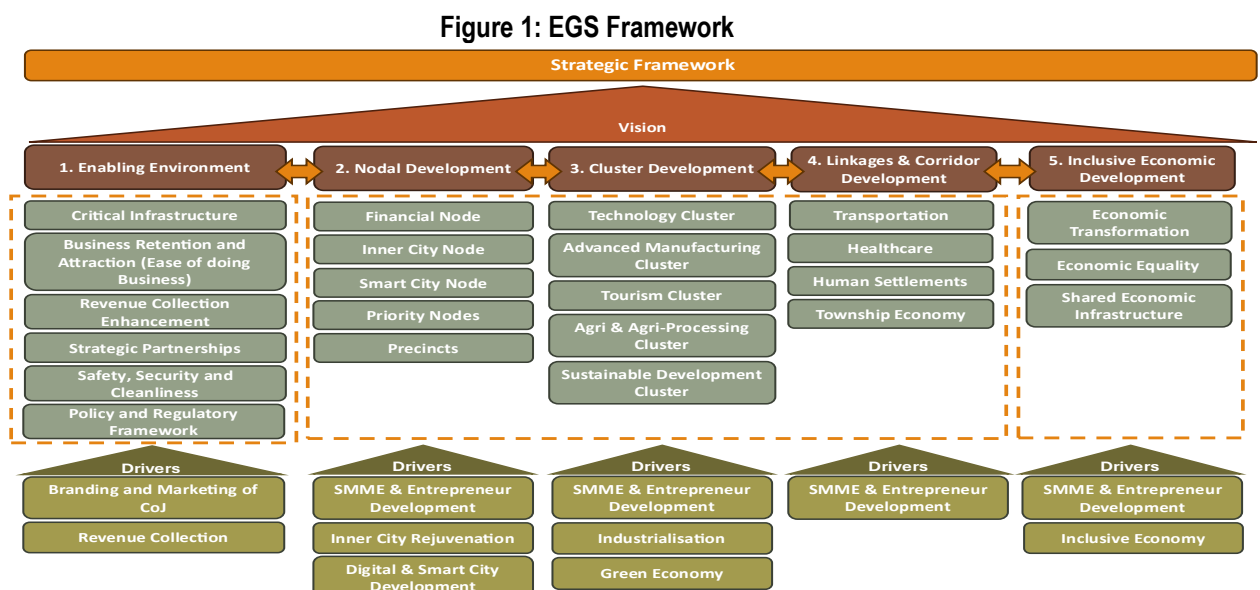
The City of Johannesburg (CoJ) stands at a critical juncture in its developmental trajectory. As South Africa's economic nucleus and a leading metropolitan hub on the continent, Johannesburg plays a central role in driving national and regional growth. The City hosts a diverse and expanding population, a sophisticated financial and business services sector, a strong manufacturing base, and a vibrant informal economy that sustains livelihoods and enhances resilience. However, this economic strength exists alongside deep structural and operational challenges, including persistent unemployment, widening inequality, infrastructure instability, climate pressures, spatial exclusion, and prolonged periods of subdued economic growth.

In response to these realities, the City has developed the Economic Growth Strategy (EGS) as a comprehensive, evidence-based framework to reposition Johannesburg onto a more inclusive, resilient, and competitive growth path. The EGS is not merely a policy statement; it is a practical and forward-looking blueprint that integrates socioeconomic diagnostics, spatial and infrastructure considerations, labour market dynamics, and stakeholder inputs into a coherent strategy for economic transformation over the medium term.

The Strategy is firmly aligned with the City's core policy instruments, including the Integrated Development Plan (IDP), Growth and Development Strategy 2040 (GDS 2040), Spatial Development Framework 2040 (SDF 2040), the Gauteng GGT2030 plan, and national development priorities. This alignment ensures policy coherence and provides a shared framework within which municipal departments and entities, provincial and national government, development finance institutions, the private sector, academia, and civil society can coordinate efforts and mobilise resources effectively. The primary purpose of the Economic Growth Strategy is to articulate Johannesburg's long-term economic aspirations while providing a clear pathway for implementation. Specifically, the Strategy aims to:

- **Set the City's economic aspirations** by defining clear goals for growth, employment, and entrepreneurship informed by research, engagement, and benchmarking.
- **Prioritise high-impact growth drivers** by identifying sectors and initiatives with the greatest potential to expand Gross Value Added, create jobs, and stimulate entrepreneurship.
- **Develop a portfolio of initiatives and projects** in collaboration with key stakeholders to translate strategic ambitions into actionable interventions.
- **Provide an implementation framework** that sequences initiatives, clarifies institutional responsibilities, and defines the conditions required for effective execution.

The Economic Growth Strategy is underpinned by a coherent Strategic Framework that translates Johannesburg's long-term development vision into a focused set of economic priorities and delivery mechanisms.



The framework establishes a clear line of sight between the City's socioeconomic realities, identified growth constraints, and targeted interventions required to unlock inclusive and sustainable growth. It recognises that economic transformation in Johannesburg must be spatially responsive, employment-centred, and underpinned by functional infrastructure, capable institutions, and an enabling regulatory environment.

Central to the Strategic Framework is a structured set of strategic pillars that focus on strengthening core economic sectors, revitalising priority geographies, and expanding participation in the economy, particularly for youth, SMMEs, and township and informal enterprises. These pillars are supported by cross-cutting enablers, including skills development, infrastructure investment, digitalisation, regulatory reform, and safety and urban management. Collectively, they are designed to stimulate investment, improve productivity, and support enterprise competitiveness while directly addressing unemployment, inequality, and spatial exclusion.

The framework adopts a place-based and differentiated approach to economic development, recognising the varied economic profiles, constraints, and opportunities across Johannesburg's regions. Strategic emphasis is placed on unlocking economic potential in the Inner City, supporting industrial nodes and logistics corridors, and strengthening township economies through targeted infrastructure, market access, and business support. This approach ensures that growth is not only accelerated but also geographically inclusive, reducing the historical separation between places of work and places of residence.

Importantly, the Strategic Framework is implementation-driven. It provides the foundation for translating strategic intent into prioritised programmes and projects, supported by clear governance arrangements, delivery instruments, and monitoring mechanisms. By aligning policy, investment, and institutional capacity, the framework strengthens the City's ability to coordinate actors, mobilise resources, and adapt to changing economic conditions. In doing so, it positions Johannesburg to move decisively from strategy to action, ensuring that economic growth delivers tangible improvements in livelihoods, inclusion, and long-term resilience.

Economic and Labour Market Context

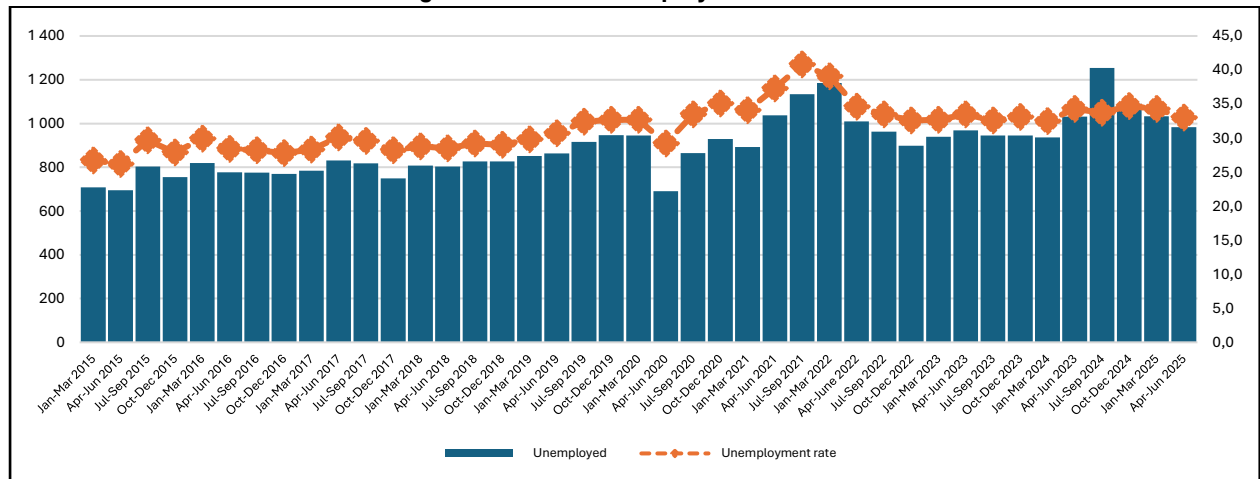
The City of Johannesburg's economic outlook is primarily derived from a comprehensive analysis of the labour force, utilizing data from the Quarterly Labour Force Survey (QLFS). This rigorous examination not only provides insights into local employment trends but also serves as a foundation for extrapolating broader economic implications by contextualizing these findings within global and national economic frameworks. The labour force, a critical economic indicator, encompasses individuals of working age defined as those above the minimum employment age but below retirement who are actively engaged in the economy either through current employment or active job-seeking. This cohort, also known as the economically active population (EAP), forms the backbone of a region's productive capacity and economic potential.

It is crucial to note that the labour force definition excludes several significant demographic groups, each with its own economic implications. These include students pursuing education, retirees who have exited the workforce, stay-at-home parents engaged in unpaid domestic labour, individuals in correctional facilities or similar institutions, workers in the informal economy with unreported income, and discouraged workers who have ceased job-seeking due to persistent unemployment. The exclusion of these groups from the labour force statistics underscores the complexity of fully capturing a city's economic dynamics and highlights the need for complementary analyses to provide a comprehensive economic outlook.

The City of Johannesburg has experienced a notable downward trend in unemployment since the third quarter of 2021. The unemployment rate decreased significantly from 40.8% in Q3:2021 to 33.0% in Q2:2025, representing a substantial decline of 7.8 percentage points. Compared to the same quarter in 2024, unemployment fell by 1.3 percentage points. However, the number of unemployed persons decreased from 1.03 million in Q2:2024 to 983,000 in Q2: 2025, indicating a reduction in the absolute number of jobless individuals. Notably, Johannesburg's official unemployment rate (33.0%) is lower than both the national average (33.2%) and the Gauteng provincial

rate (33.8%). Furthermore, the city boasts a higher labor force participation rate (70.3%) compared to the national (60.2%) and provincial (68.5%) figures, suggesting a more economically active population in Johannesburg.

Figure 2: Official Unemployment Rate



Source: StatsSA, 2025

Within Gauteng metros, the City of Tshwane exhibits the lowest unemployment rate at 30.8%, followed by the City of Johannesburg at 33.0%, with Ekurhuleni leading at 34.7%. When considering the expanded definition of unemployment, Tshwane maintains the lowest rate in Gauteng at 35.0%, followed by Johannesburg at 37.2%, while Ekurhuleni leads with 42.7%. Johannesburg's higher unemployment rate can be partially attributed to its lower number of discouraged work seekers and its working-age population dynamics. Johannesburg, South Africa's largest metropolitan area, serves as a significant hub for both internal and external migration. This can be attributed to several factors:

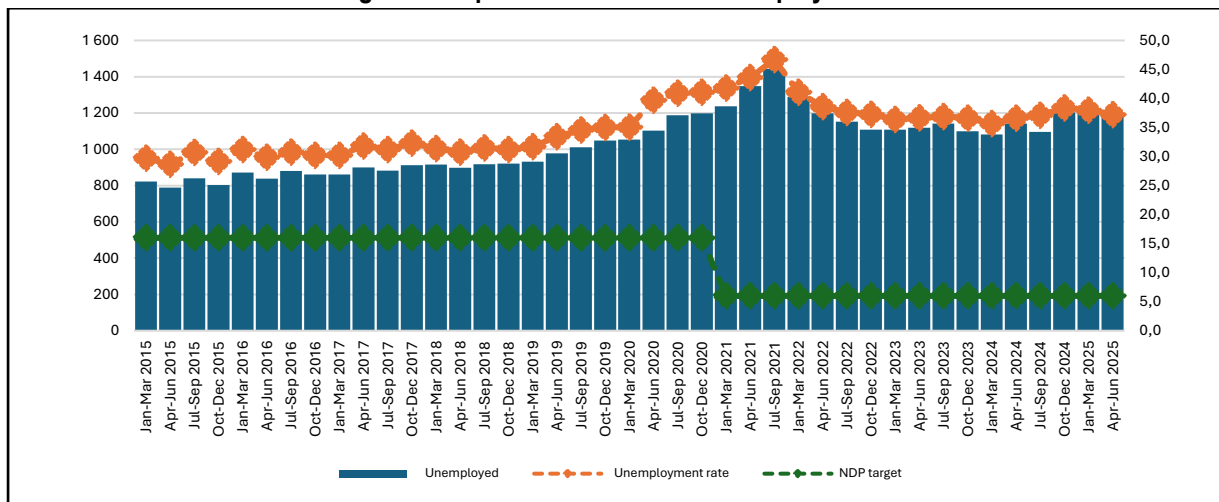
- Its status as the economic epicenter of Gauteng, which drives the national economy
- Its strategic location in close proximity to two other metropolitan municipalities, Tshwane and Ekurhuleni
- Its accessibility to neighboring countries

The city's robust economy consistently generates a substantial number of job opportunities annually, attracting work-seekers across all skill levels, including professionals, skilled, semi-skilled, and unskilled individuals. However, despite this economic vitality, Johannesburg's unemployment rate continues to significantly deviate from the national target of 6% by 2030, raising concerns about the city's long-term economic sustainability and social stability. This persistent high unemployment rate, despite the city's economic prowess, suggests complex underlying issues that may include:

- Skills mismatch between job seekers and available positions
- Rapid population growth outpacing job creation
- Structural economic challenges affecting certain sectors
- Potential barriers to entry for small and medium enterprises

Addressing these challenges will require a multifaceted approach involving government, private sector, and educational institutions to align skills development with market demands and foster an environment conducive to sustainable job creation. The expanded definition of unemployment provides a more comprehensive view by including discouraged work-seekers, encompassing both active job seekers and those who have given up. The trends for expanded and official unemployment rates have shown similar downward trajectories since Q3:2021. Specifically, the expanded unemployment rate decreased from 46.7% in 2021: Q3 to 37.2% in Q2:2025, representing a reduction in unemployed individuals from 1.44 million to 1.19 million. Notably, the City's expanded unemployment rate (37.2%) is lower than both the national (42.9%) and provincial (39.2%) rates.

Figure 3: Expanded definition of unemployment

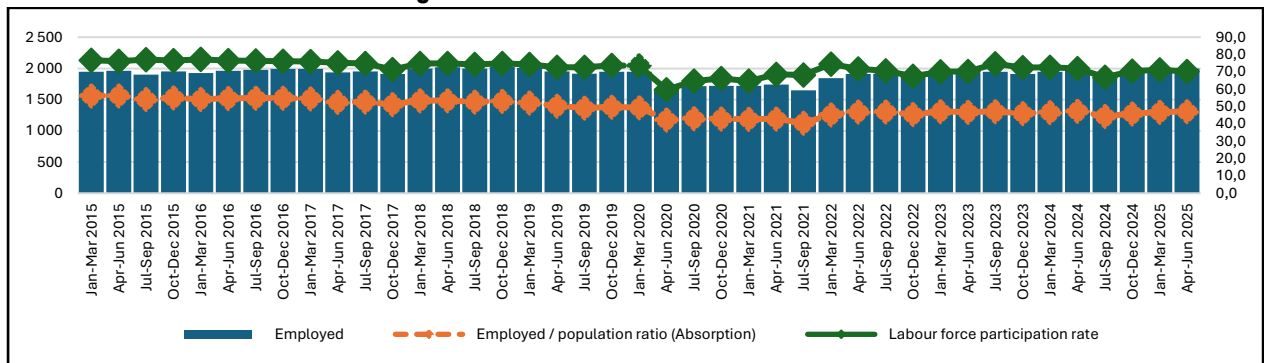


Source: StatsSA, 2025

The City of Johannesburg's employment levels have nearly recovered to pre-COVID-19 figures. As of Q2:2025, 2 million individuals were employed, just 2,008 fewer than in Q1:2020 before the pandemic. The city has experienced a year-on-year increase of 20,000 jobs. While the employment absorption ratio has improved, it remains 2.5 percentage points below pre-pandemic levels.

The labour force participation rate has shown consistent growth since Q3:2020, likely due to individuals re-entering the job market following the strict lockdown measures implemented towards the end of Q1:2020. These trends indicate a gradual recovery in the labour market, with both unemployment rates declining and employment levels approaching pre-pandemic figures. However, challenges persist, as evidenced by the still-lower employment absorption ratio compared to pre-COVID-19 levels.

Figure 4: Labour force characteristics

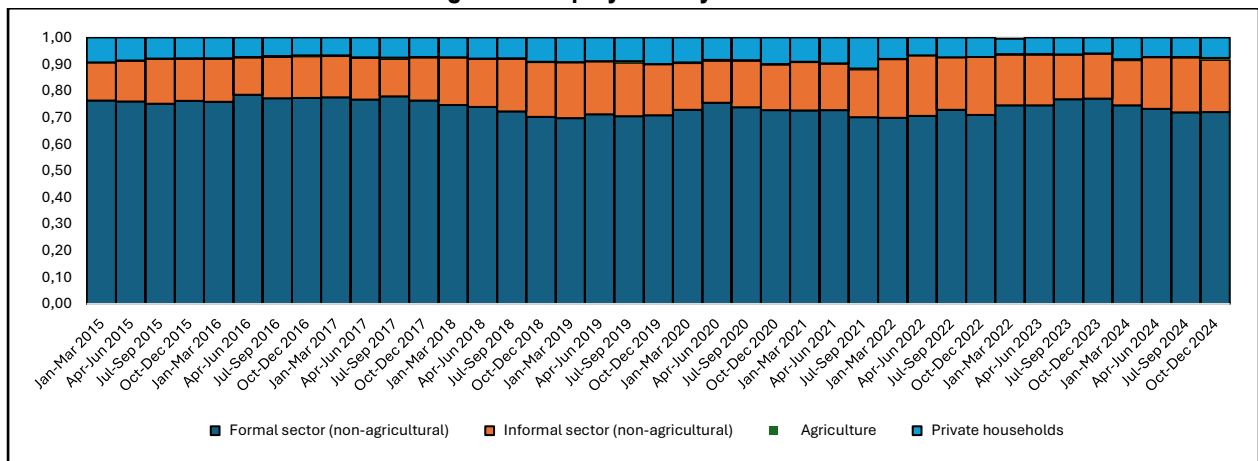


Source: StatsSA, 2025

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established. Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formal sector non-agricultural employed in City of Johannesburg Metropolitan Municipality counted 1.40 million in Q2:2025, which is about 69.88 percent of total employment, while the number of people employed in the informal sector (non-agricultural) counted 457 000 or 22.87 percent of the total employment. Private household employment accounted for 142 000 jobs in the City which equates 7.11 percent of the jobs in the City.

Figure 5: Employment by Sector



Source: StatsSA, 2025

Analysis of the data reveals the significant impact of low national economic growth and inadequate infrastructure, particularly weak electricity supply, on the City's economic performance. Most industries within the City failed to contribute substantially to average annual economic growth, highlighting the need for targeted interventions. To address these challenges, a dual approach is necessary: sustaining existing industrial sectors while simultaneously fostering a knowledge-based and service-oriented economy. This can be achieved through the implementation of tailored industry development strategies and by attracting investments to improve infrastructure and stimulate growth.

To drive higher economic growth, the City must prioritize large-scale workforce development. Improved education outcomes are likely to attract increased investment, leading to expanded employment opportunities and a reduction in unemployment rates. While social grants have demonstrated a positive impact on poverty reduction, job creation remains the most critical factor in alleviating poverty. Accelerated poverty reduction can be most effectively achieved through a better educated and skilled workforce. Furthermore, enhanced education outcomes can alleviate skills constraints, which currently inflate the premium for skilled labor, ultimately contributing to lower levels of income inequality.

Targeted assistance and support should be provided to struggling industries, with a particular focus on labor-intensive sectors such as agro-processing, manufacturing, tourism, small and medium-sized enterprises (including the informal sector), and construction. To achieve inclusive growth, it is imperative to develop a clear, sector-specific vision, which will be facilitated by the ongoing local economic development plan. This plan will serve as a roadmap for industries to achieve growth and foster broader economic participation.

DED is committed to attaining inclusive growth for the city by examining the extent to which residents in specific regions can benefit from economic growth and national prosperity, as well as their ability to actively participate in the economy. A thorough analysis of inter-regional differences is crucial for identifying geographical patterns in economic inclusion and prosperity, enabling the development of targeted strategies to address disparities and promote equitable growth across the city.

2 Strategic Overview

Vision

A business-friendly city that is inclusive, liveable and prosperous characterised by growth, investment and employment to the local economy.

Mission

To create an environment for economic growth where entrepreneurs and businesses contribute towards investment and job creation that will continue to make Joburg the City of opportunities.

Values

The values are guiding principles that provide the department with purpose and direction based on deeply-held beliefs that drive efficient decision-making in the facilitation of service delivery. In order to achieve the mission of the Department, five core values have been defined.

Integrity	Integrity
Integrity	Government officials are expected to consistently act in line with ethical principles or values that are accepted by the people being served.
Innovation	Foster high levels of professionalism and innovation amongst staff and other stakeholders.
Collaboration	Collaborative governance involves the government, community and private sectors communicating with each other and working together to achieve service delivery objectives.
Teamwork	The willingness of government officials to work together to achieve service delivery objectives.
Honesty	Zero tolerance of corruption.

3 Core Mandate

The Department of Economic Development is mandated to provide strategic direction and to facilitate growth of the economy of the city towards an inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of all citizens. This will include the following:

- Support the alignment of City plans and policies towards achieving an increased economic growth rate and to bringing down unemployment with special focus on youth;
- Support and promote the development of Small Medium Micro Enterprises (SMMEs), and development of the informal trade sector;
- Manage and lead the City's regional economic development and area regeneration initiatives in priority and declining nodes.
- Promote the City as a preferred investment destination, develop and promote Investment Value Proposition;
- Facilitate the creation of an enabling environment that attracts investment and provide incentive packages for investors, with a focus on the Inner City; and
- Enhanced collaboration with public and private sector stakeholders on key projects/programmes.

4 Legislation and Policy Environment

The department must ensure compliance with legislative and policy prescripts to improve efficiency and avoid adverse audit findings. The legislation that is critical to the mandate is as follows:

- Constitution of the Republic of South Africa, 1996 (Act No.108 of 1996).
- National Small Business Amendment Act, 1996 (Act No. 102 of 1996)
- Co-operatives Act, 2005 (Act No.14 of 2005)

- Code of Good Practice for employment and conditions of work for Special Public Works Programmes
- Guidelines for the Implementation of Labour Intense Infrastructure Projects under the expanded Public Works Programme, 3rd Edition 2015
- Employment Equity Act, Code of Good Practice: Human Resource Policies and Practices
- Municipal Investment and Municipal PPP Regulations – Gazette No.27431, 1April 2005
- Employment Equity Amendment Act, 2013 (Act No. 47 of 2013)
- Generally Accepted Compliance Practises Framework
- King IV Code on Corporate Governance
- Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000)
- Municipal Finance Management Act, Circular No.68 Unauthorised, Irregular, Fruitless and Wasteful Expenditure
- Municipal Supply Chain Management Regulations Gazette No.27636, 30 May 2005
- Municipal Finance Management Act, Circular No.76
- Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings
- Municipal Finance Management Act, Circular No.82 Cost Containment Circular 82
- Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)
- National Treasury Public Sector Risk Management Framework
- Value-Added Tax Act, (Act No. 89 of 1991)
- Township Economic Development Act (TEDA)
- Standard draft by-law on township economies

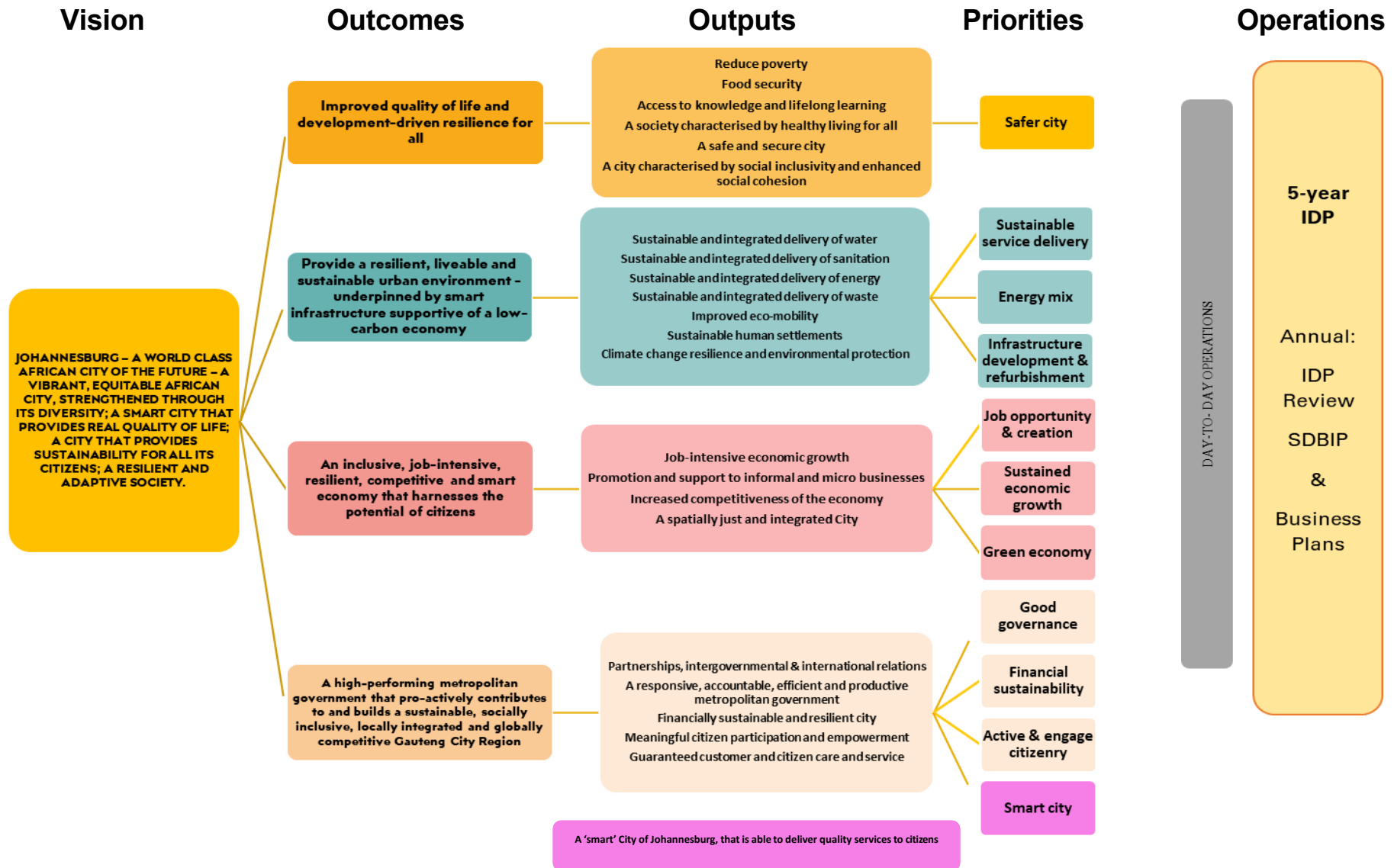
5 Strategic Objectives

The city needs a resilient and inclusive economy to build a healthy community. It is crucial for the department to continue to deliver effective, reliable, and actionable strategic objectives that are diverse to withstand economic and shifts in exogeneous factors. The strategic objectives of the department are strategically focus towards achieving “an inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens” GDS 2040.

The following are strategic focus (or objectives) of the Department:

- Creating an economic environment that **supports SMME and Entrepreneurship** development, addresses the mismatch of skills in the City’s economy and creates employment opportunities;
- Facilitating an **inclusive Spatial Economy that** unlocks the growth potential of township economies and to drive a more equitable spread of economic opportunities across all regions of the City;
- Implementing the **City’s Economic Transformation Policy** through an expansive and reformed **Public Works Programme**;
- Building a **diversified Sectoral Economy** that leverages on niche and growth sectors, provides traction support on the dormant ones;
- Accelerating the development of the **Informal Economy**;
- Positing and promoting the city as a premier **Global Investment Destination**;
- Facilitating the development of **Economic Infrastructure** that can serve as a foundation for the City’s long-term economic growth and development;
- Prioritising efforts towards **reindustrialisation, localisation and beneficiation** to create sustainable job opportunities;
- Localised implementation of the **Special Economic Zone** model in targeted areas of the City, in order to accelerate economic development and transformation in those areas: and
- Facilitate the implementation of the green Economy programme in line with Climate Action Plan.

Alignment to Strategic Direction (Long term Strategy, Mayoral Priorities and Strategic programmes, CAP and Smart City)



GDS Outcomes

The GDS Outcomes articulate what the City seeks to achieve by 2040. They express a future state of wellbeing and transformation for residents, communities, and the urban environment. Outcomes describe a changed condition or state of being — the end results of sustained policy implementation, institutional reform, and service delivery.

GDS Outputs

The GDS outputs represent strategic intervention areas where the city plans to intervene now in order to achieve our desired long-term outcomes. It is imperative that all outputs need to be advanced to achieve our integrated 2040 vision. The Department of Economic Development business plan will drive progress in operational programmes and activities that form part of a strategic roadmap delivering on GDS output interventions and political priorities.

6 GDS Outcomes and Outputs

The four outcomes and accompanying outputs of the City are as follows

GDS OUTCOMES	GDS OUTPUTS
1. Improved quality of life and development-driven resilience for all.	1. Reduce poverty and increase productivity 2. Food security that is both improved and safeguarded 3. Access to knowledge and lifelong learning 4. A society characterised by healthy living for all 5. A safe and secure city 6. A city characterised by social inclusivity and enhanced social cohesion
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	1. Sustainable and integrated delivery of water 2. Sustainable and integrated delivery of sanitation 3. Sustainable and integrated delivery of energy 4. Sustainable and integrated delivery of waste 5. Improved eco-mobility 6. Sustainable human settlements 7. Climate change resilience and environmental protection
3. An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens	1. Job-intensive economic growth 2. Promotion and support to informal and micro businesses 3. Increased competitiveness of the economy 4. A spatially just and integrated city
4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region	1. Partnerships, intergovernmental & international relations 2. A responsive, accountable, efficient, and productive metropolitan government 3. Financially sustainable and resilient city 4. Meaningful citizen participation and empowerment 5. Guaranteed customer and citizen care and service (cross cutting output) A 'Smart' City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner

Strategic Priorities

Priority 1: Financial Sustainability

Enhance the City's financial resilience by improving revenue management, billing accuracy, and collection efficiency; strengthening financial controls and expenditure management; and prioritising high-impact capital investments that yield measurable socio-economic returns.

Priority 2: Energy Mix and Security

Develop and implement a comprehensive Energy Transition Plan that diversifies Johannesburg's energy mix. This includes increased investment in renewable energy generation, energy efficiency programmes, and smart grid

technologies to ensure a reliable, affordable, and sustainable energy supply aligned with the City's Just Transition commitments.

Priority 3: Sustainable Service Delivery

Deliver reliable, high-quality municipal services equitably across all regions, with a deliberate focus on historically underserved communities. This includes modernising service delivery systems, improving maintenance regimes, and promoting efficiency and sustainability across service networks.

Priority 4: Job Opportunities and Creation

Promote inclusive job creation through targeted investments in green industries, digital innovation, construction, and infrastructure, while strengthening Expanded Public Works Programme (EPWP) participation and local enterprise development. This priority focuses on expanding access to equitable economic opportunities, especially for youth and women.

Priority 5: Good Governance

Implement measures to strengthen transparency, accountability, and citizen participation in decision-making. This includes institutionalising regular Community-Based Planning (CBP) feedback loops, enhancing oversight and consequence management, and reforming supply chain management (SCM) processes to improve fairness and efficiency in procurement.

Priority 6: Infrastructure Development and Refurbishment

Prioritise critical infrastructure projects that underpin inclusive growth — such as roads, stormwater systems, water and sanitation networks, and public transport. Emphasis should be placed on asset management, timely project completion, and ensuring value for money in infrastructure investments.

Priority 7: Safer City

Foster a safe and secure urban environment by expanding community-based policing, improving emergency response times, and integrating smart surveillance technologies. Partnerships with communities and law enforcement agencies will be deepened to prevent crime and enhance public trust.

Priority 8: Active and Engaged Citizenry

Institutionalise participatory governance by embedding citizen involvement in planning, budgeting, and service delivery processes. Mechanisms such as participatory budgeting, CBP forums, and digital feedback platforms will strengthen community ownership and shared accountability.

Priority 9: Sustained Economic Growth

Attract and retain investment in priority sectors such as renewable energy, finance, technology, manufacturing, and logistics, positioning Johannesburg as Africa's economic powerhouse. The City will implement structural reforms to enhance competitiveness, improve the ease of doing business, and enable a thriving local business ecosystem.

Priority 10: Green Economy

Advance the green economy through programmes that promote climate adaptation, renewable energy, waste minimisation, green manufacturing, and sustainable urban agriculture. This priority supports the City's commitment to environmental stewardship and sustainable resource use.

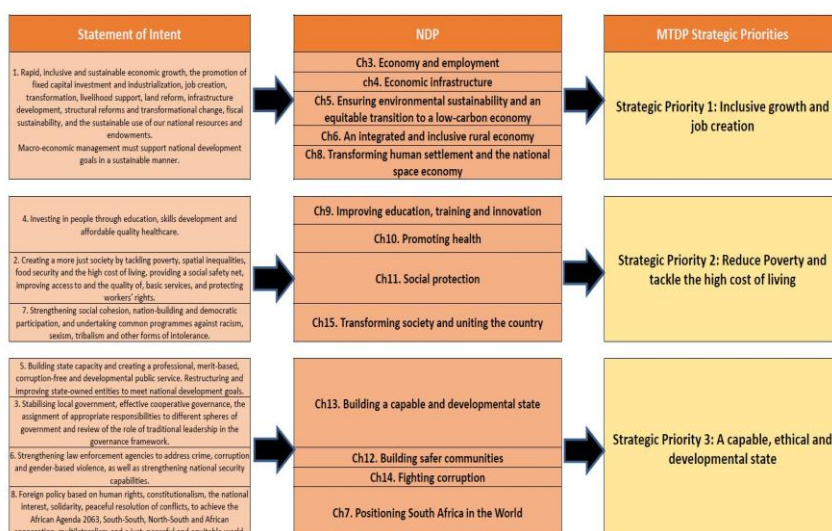
Priority 11: Smart City

Leverage technology and innovation to enhance service delivery, efficiency, and citizen experience. Smart City initiatives include digital governance platforms, open data systems, public Wi-Fi expansion, and smart infrastructure management — positioning Johannesburg as a leading African digital metropolis.

Aligning the SOI , NDP, MTDP Strategic priorities and DED Strategic Objectives

The Government of National Unity (GNU) statement of intent (SOI) , National Development Plan and Mid-Term Development Plan for 2024/29 equally aimed on inclusive and sustainable growth, social well-being and ethical governance. It is equally crucial that DED strategic objectives are juxtaposed against these national imperatives.

Aligning the SOI, NDP & the MTDP Strategic Priorities



1. Creating an economic environment that **supports SMME and Entrepreneurship** development, addresses the mismatch of skills in the City's economy and creates employment opportunities;
2. Facilitating an **inclusive Spatial Economy** that unlocks the growth potential of township economies and to drive a more equitable spread of economic opportunities across all regions of the City;
3. Implementing the **City's Economic Transformation Policy** through an expansive and reformed **Public Works Programme**;
4. Building a **diversified Sectoral Economy** that leverages on niche and growth sectors, provides traction support on the dormant ones;
5. Accelerating the development of the **Informal Economy**;
6. Positing and promoting the city as a premier **Global Investment Destination**;
7. Facilitating the development of **Economic Infrastructure** that can serve as a foundation for the City's long-term economic growth and development;
8. Prioritising efforts towards **reindustrialisation, localisation and beneficiation** to create sustainable job opportunities;
9. Localised implementation of the **Special Economic Zone** model in targeted areas of the City, in order to accelerate economic development and transformation in those areas; and
10. Facilitate implementation of the green Economy programme in line with Climate Action Plan.

Alignment of GDS 2040, Mayoral Priorities, Strategic Interventions and DED associated Programmes and Projects

GDS 2040 Outcome	GDS Outputs	Mayoral Priorities	Strategic Interventions	Associated departmental key Performance Indicators (KPI)
OUTCOME 3: An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens	Climate change resilience and environmental protection	Green Economy	- Collaborate with sister departments and entities, including domestic and multilateral green organisations to support and implement green initiatives across the city. - Collaborate with EISD and C40 on hosting the Annual Joburg Green Jobs Expo.	1. Number of green economy projects with measurable job creation
	Job-intensive economic growth	Job opportunity & creation	- Technical and artisans' skills related programme: More skills for jobs and apprenticeship programmes to gain valuable skills and work experience. - Monitoring and reporting of EPWP work opportunities. - Implementation of the EPWP Integrated Grant funded projects.	1. Number of Expanded Public Works Programme (EPWP) work opportunities created City-Wide 2. Percentage of EPWP participates supported through skills development and training on-site programmes 3. Number of participants enrolled and/or participating in skills training initiatives by DED and other Departments and Municipal Entities
	Promotion and support to informal and micro businesses	Sustained economic growth.	- Supporting SMME development and entrepreneurship through opportunity centres. - Implementation of informal trading policy: Informal Trading Permit System, Informal Trading By-Laws, and review of Informal Trading sub-structure. - Implementation of the Township Economies By-Law, including the formalization of spaza shops	1. Number of SMMEs supported through City departments/entities 2. Number of informal trading smart card permits printed and issued to the City informal traders 3. Number of spaza shops registered 4. Number of Township Economy revitalisation programmes/projects facilitated
	Increased competitiveness of the economy	Job opportunity & creation	- Investment Attraction and Facilitation Activities. - Targeted sector support as part of improving space economy. - Produce Economic Publications: Promotion of evidence-based decision making through increased access to economic information through publications.	1. Rand Value of New Investments Secured Through City-Led Promotion and Partnerships 2. % Increase in the City of Joburg GDP Percentage 3. Rand value of leveraged funding used for capital projects in targeted areas. 4. % Completion of Annual Economic Review
	A spatially just and integrated City	Sustained economic growth.	- Revitalise all CBDs through Central Improvement Districts, investment incentives, property releases, and urban upgrades. - Inner City revitalisation programme. - Strengthened business nodes and urban centres.	1. Number of bankable project concepts developed in line with Regional Economic Development Plans for Regions A & E.

GDS 2040 Outcome	GDS Outputs	Mayoral Priorities	Strategic Interventions	Associated departmental key Performance Indicators (KPI)
	Partnerships, intergovernmental & international relations	Job opportunity & creation	Facilitate public-private partnership to mobilise investment resources.	Rand value of leveraged funding used for capital projects in targeted areas.

The GDS Outcomes articulate what the City seeks to achieve by 2040. They express a future state of wellbeing and transformation for residents, communities, and the urban environment. Outcomes describe a changed condition or state of being — the end results of sustained policy implementation, institutional reform, and service delivery.

Climate Action Plan

Climate change is recognized as a crisis to be tackled by the city. The Department of Economic Development supports the Climate Action Plan (CAP) which has two 2 goals and 10 themes associated with the goals. Goal 1: **Net Zero Emissions** refers to the city's commitment towards reducing of greenhouse gas emissions. Goal 2: **A Resilient City** refers to protecting the city against negative impacts of climate. The CAP themes can be summarized in the box below. Under each theme examples of measures or interventions are suggested.

MITIGATION GOAL: NET ZERO EMISSIONS BY 2050 REDUCE THE SEVERITY OF CLIMATE CHANGE Affordable Clean Energy  • Promote embedded and distributed generation (e.g. rooftop PV) • Increase share of renewable energy in the grid • Eradicate energy poverty • Improve energy efficiency and reduce share of fossil fuel use in industrial sector Optimised Energy Efficiency in Buildings  • Achieve net zero carbon, through efficiency and renewables, in all new public and private buildings built from 2030 • Achieve net zero carbon in all existing buildings (through retrofits) by 2050 • Ensure all municipal operations and buildings are net zero carbon by 2030 Green Transport  • Enable mode shift towards public transport • Promote non-motorised transport • Enable fuel switching to cleaner fuels and electric vehicles • Improve vehicle fuel efficiency • Ensure transit oriented development Alternative Waste Management  • Reduce waste • Divert recyclables from landfill and incineration • Optimise organic waste management • Optimise waste collection and treatment Improved Water Supply & Wastewater Treatment  • Improve wastewater treatment (environmentally friendly) • Improve water pumping efficiency • Water demand management	ADAPTATION GOAL: A CLIMATE RESILIENT CITY BY 2050 REDUCE THE IMPACT OF CLIMATE CHANGE Water Security  • Improve water conservation and demand management • Establish water recycling schemes • Increase share of alternative, decentralised water sources • Ensure water-sensitive urban design • Monitor and manage water quality Resilient Human Settlements  • Enhance community resilience through sustainable livelihoods programmes • Develop safer settlements for vulnerable communities • Manage urban growth to decrease risk • Promote sustainable, efficient land use Flood & Drought Management  • Improve community and infrastructure flood resilience through land use and development planning • Improve community and infrastructure drought resilience through early warning systems and response planning Resilient Infrastructure  • Protect municipal infrastructure from climate hazards • Expand and rehabilitate green spaces Healthy Communities  • Protection from heat-related health effects • Improve air quality • Increase resilience against disease • Support local, sustainable agriculture • Establish early warning systems for climate hazards
--	---

Climate Action Plan Climate Action Plan Alignment to DED Strategic Objective and Programmes and Projects

The Department of Economic Development will assist in facilitating partnerships between the public and private sectors in responding to Goal 1 and 2 of the CAP : Net Zero Emissions and A Resilient City respectively. Essentially, the approach requires the department to play a prominent role in facilitating platforms where stakeholders from both the public and private sectors will engage and implement projects that will assist the City in meeting the CAP agenda. Importantly DED will also focus on skills development for the youth to equip them with relevant knowledge required for their participation either as business owners or employees in the green economy. This will be done in partnership with the private sector and institutions of higher learning.

The following are themes aligned to the Economic Development Department Strategic Objectives and Programmes.

CAP Theme	Strategic Objectives	Programmes / Key Performance Indicator
1 Affordable Clean Energy	Facilitate the implementation of the Green Economy programme in line with Climate Action Plan	Number of green economy initiatives facilitated City Wide
2 Optimised Energy Efficiency in Buildings	X	X
3 Green Transport	X	X
4 Alternative Waste Management	X	X
5 Improved Water Supply & Wastewater Treatment	X	X
6 Water Security	X	X
7 Resilient Human Settlement	X	X
8 Flood & Drought Management	X	X
9 Resilient Infrastructure	Facilitating the development of Economic Infrastructure that can serve as a foundation for the City's long-term economic growth and development	The number of projects implemented in line with Regional Economic Development plans
10 Health Communities	X	X

The following are themes under each goal wherein the economic development department is identified as the as the lead and supporting authority.

Goal 1: Net zero emissions

Themes 1: Affordable Clean Energy focusses on the need to shift the local and national energy grid from fossil fuels to renewable generation, to reduce emissions, enhance security of supply and tackle energy poverty.	Leading Authority	Supporting Authority	DED Contribution
G1 1.1 Electricity generation Action: Promote small and large scale embedded and distribution generation. This action will promote the installation of new renewable energy generation capacity in the city using a range of technologies, including solar PV and thermal (rooftop or ground-mounted), biogas, methane gas and wind. It will also promote the installation of battery storage capacity.	- EISD - City Power	Department of Economic Development	DED is assigned as a supporting department to the theme action
G1 1.2 Grid decarbonisation and optimisation Action: Action: Increase the share of renewable energy This action aims to decarbonise and optimise the electricity grid by increasing the share of renewable generation in the energy mix,	- EISD - City Power	- Department of Economic Development - Department Planning	DED is assigned as a supporting department to the theme action

Themes 1: Affordable Clean Energy focusses on the need to shift the local and national energy grid from fossil fuels to renewable generation, to reduce emissions, enhance security of supply and tackle energy poverty.	Leading Authority	Supporting Authority	DED Contribution
investing in smart grids and battery storage and developing a diverse energy supply portfolio to achieve the target of net-zero emissions by 2050.		Smart City Office	
G1 1.3 Eradicate energy poverty. Action: Ensure the supply of clean, reliable, and affordable energy This action aims to ensure access to clean, reliable, and affordable energy for poor communities through the deployment of technology solutions such as mini-grids, solar water heaters and solar lighting and the implementation of information programmes on energy efficiency.	- EISD - City Power	Department of Economic Development	DED is assigned as a supporting department to the theme action
G1 1.4 Energy Efficiency and coal phase-out Action: Improve industrial energy efficiency and reduce the share of coal-fuelled industrial production This action aims to incentivize the deployment of energy-efficiency and low-carbon interventions in industry, using technology such as high-efficiency pumps and boilers.	- Economic Development - EISD	- City Power - Development Planning - Smart City Office	DED leads the City's Energy Sub-committee which feeds into the main Energy Committee of the City. The purpose of DED's participation is to engage private sector and provide private sector and opportunity to present their proposals to the sub-subcommittee. This gives the city an idea of the technology out-there which could be deployed into the city. DED also arranges site visits to businesses who are already using alternative energy to cope with load shedding. This approach gives the City an opportunity to understand the costs of load shedding on the economy. The city is in the process of appointing a service provider for the development of the local economic development strategy. Therefore, the fifth objective of this study is deliberate in seeking to transition towards a more sustainable, climate resilient economy and to create more opportunities within the green economy. In summary, this means that businesses within different industrial parks will be interviewed in risks and opportunities in key value chains impacted by climate change. In addition, review

Themes 1: Affordable Clean Energy focusses on the need to shift the local and national energy grid from fossil fuels to renewable generation, to reduce emissions, enhance security of supply and tackle energy poverty.	Leading Authority	Supporting Authority	DED Contribution
			the Just Transition Framework for South Africa to contextualize the city of Johannesburg in terms of sector focus.
Theme 2: <u>Optimised Energy Efficiency in Building</u> Includes actions to improve the efficiency of residential and commercial/institutional buildings. These include conducting retrofits for existing buildings and improving standards and regulations for new buildings.	Leading Authority	Supporting Authority	DED Contribution
G1.2.1 Energy efficiency of existing buildings Action: Improve the energy efficiency of existing buildings with the goal of achieving net zero emissions by 2050 This action aims to improve the energy efficiency of existing buildings using technologies such as efficient lighting, heating, ventilation and cooling, solar water heaters, heat pumps and rooftop PV.	▪ Development planning ▪ EISD ▪ City Power	Economic Development	DED is assigned as a supporting department to the theme action
G1.2.2 Energy Efficiency new buildings Action: Improve the energy efficiency of new private and public buildings with the goal of achieving net-zero emissions by 2030 This action aims to improve the energy efficiency of new buildings using technologies such as efficient lighting, heating, ventilation and cooling, solar water heating, heat pumps and rooftop PV.	▪ Development planning ▪ EISD ▪ City Power	Economic Development	DED is assigned as a supporting department to the theme action
Theme 3: Green Transport includes actions to boost the use of public and non-motorised transport. In addition, a transition to cleaner vehicles will be initiated by promoting the use of electric vehicles and vehicles with improved fuel efficiency. Finally, the targets for this theme will be mainstreamed into spatial planning to ensure new developments are transit-oriented.	Leading Authority	Supporting Authority	DED Contribution
G1.3.3 Fuel switch Action: Facilitate a switch to alternative fuels and electric vehicles This action aims to encourage a switch to alternative fuels and EVs by investing in infrastructure for publicly owned operations and facilities including public transport, and by partnering with the private sector to provide behavioural and financial incentives for private vehicle owners.	▪ Transport ▪ Rea Vaya ▪ Metrobus ▪ City Fleet ▪ EISD ▪ City Power	Economic Development	DED is assigned as a supporting department to the theme action
G1.3.5 Transit-oriented development Action: Ensure transit-oriented development This action aims to ensure transit-oriented development by preventing urban sprawl and promoting densification through incentivising mixed-use development.	▪ Development planning ▪ EISD ▪ City Power	Economic Development	DED is assigned as a supporting department to the theme action
Theme 4: Alternative Waste Management includes actions to promote waste reduction and increased recycling. In addition, the City will upgrade and improve waste treatment processes.	Leading Authority	Supporting Authority	DED Contribution

Themes 1: Affordable Clean Energy focusses on the need to shift the local and national energy grid from fossil fuels to renewable generation, to reduce emissions, enhance security of supply and tackle energy poverty.	Leading Authority	Supporting Authority	DED Contribution
G1.4.1 Diversion of solid waste from landfill Action: Waste reduction This action aims to reduce the volume of waste generated by households and businesses, to limit the need for waste processing and reduce volumes of waste sent to landfill. Waste reduction is a key action in support of other waste management actions and is the most favourable option in the waste hierarchy 'reduce, reuse, recycle'.	▪ EISD ▪ Pikitup	Economic Development	DED is assigned as a supporting department to the theme action
G1.4.2 Diversion of recyclables from landfill and incineration Action: Divert recyclables from landfill and incineration This action aims to divert recyclables from landfill and incineration through improved and enforced waste separation, the establishment of additional facilities and services to support segregated waste collection, the establishment of additional recycling facilities and the adoption of enabling policies and financial mechanisms to ensure that all recyclables are indeed recycled. Whilst emission reduction benefits to the city are negligible, significant indirect GHG mitigation benefits will result from the utilization of recycled materials and reduced demand for raw material extraction and processing.	▪ EISD ▪ Pikitup	Economic Development	DED is assigned as a supporting department to the theme action
Theme 5: Improved Water Supply and Wastewater Treatment focusses on technological solutions to improve the efficiency of water conveyance and to upgrade wastewater treatment systems.	Leading Authority	Supporting Authority	DED Contribution
G1.5.3 Enhance the sustainability of wastewater treatment Action: Enhance the sustainability of wastewater treatment This action aims to reduce GHG emissions resulting from the treatment of wastewater in the city whilst improving service delivery to and affordability for a growing number of consumers.	EISD Joburg Water	Economic Development	DED is assigned as a supporting department to the theme action

Goal 2: A climate Resilient City

Theme 2: Resilient Human promotes climate sensitive urban planning and management in order to safeguard communities.	Leading Authority	Supporting Authority	DED Contribution
G2. 2.1a Supporting vulnerable communities Action: Sustainable livelihoods programme This action aims to develop the skills and assets of disadvantaged people and those living in poverty, enhancing their climate resilience by providing them with a clear understanding of risks. The City will also undertake studies to determine where investment should be directed for maximum impact.	▪ IESD ▪ Social Development	Economic Development	DED is assigned as a supporting department to the theme action

Smart City Initiatives

The department is aligned to the Smarty City strategy through the implementation of the following Key Performance Indicators:

- Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders; and
- Number of informal trading smart card permits issued to the City informal traders.

7 Departmental Responses

7.1 IDP / Community Based Planning Community Issues

Region	Community Project Name	Description	Township /Suburb	Status of DED Responses
G	SMME HUB		Poortjie	The Department is currently processing the appointing of the Mobile Opportunity Bus driver through the Talent Acquisition policy to resume to SMME support in remote areas.
G	Market hub		Lenasia	The Department is currently processing the appointing of the Mobile Opportunity Bus driver through the Talent Acquisition policy to resume to SMME support in remote areas.
D1	Trading Stalls		Tshiawelo	The Department is responsible for regulation of informal trading sector, which includes issuing of permits. The Johannesburg Development Agency is responsible for the development of trading stalls / areas, not DED.
D1	Economic Hub	Economic hub cubicles requested by community to assist with developing Region D businesses within the area. This is seen as a need due to the support local businesses have, this will also have a positive impact on the community (Chris Hani road behind Tshiawelo clinic & Next to Tshiawelo clinic along Chris Hani road)	Tshiawelo	The Department is currently processing the appointment of the Mobile Opportunity Bus driver through the Talent Acquisition policy to resume to SMME support in remote areas. Atlehang Opportunity Centre will be permanently relocated to Jabulani Civic Centre.
D1	Economic Hub	Development open space next to the church on kalinde and Chris Hani road into Economic hub (1.corner and kalinda and Chris Hani road).	Soweto	The City through JPC has appointed a Service Provider to develop the Soweto Gateway to replace the Soweto Empowerment Zone.
G	Economic Hub		Eldorado Park	There is an Opportunity Centre at Eldorado Park Multipurpose Centre. This provides a variety of economic services and programmes in the greater Eldos area.

Region	Community Project Name	Description	Township /Suburb	Status of DED Responses
D2	Construction of a formal flea market at Pimville		Pimville Soweto	The investment into the establishment of Kliptown Shopping Centre. Furthermore, the City is in the process of revitalising the Walter Sisulu precinct.
D1	Economic Hub	Skills centre / Economic hub (Makapane & itsane street, white city)	White city	The City officially launched the White City / Jabavu development project, which is a mixed used development aiming to deliver housing, community facilities and sport infrastructure, including a new youth centre designed to serve as a hub for skills development and opportunity.
D2	Informal Trading Stalls		Meadowlands	The Department is responsible for regulation of informal trading sector, which includes issuing of permits. The Johannesburg Development Agency is responsible for the development of trading stalls / areas, not DED.
D1	Industrial Park	Industrial Park to accommodate local emerging businesses (Sithembiso & Xuma street)	Zola	The occupancy rate for Emdeni Industrial Park is currently at 5%, therefore providing an opportunity for local entrepreneurs. The City encourage the local entrepreneurs to apply for occupation through SEDFA, of which the offices are located at Maponya Mall.
F	Shopping Centre	Community is Requesting that a Shopping center be built at cnr Charlton between Gordons and Berea	Bertram	The City will engage private sector to consider the community's request.
E	Upgrading of Industrial area		Kew industrial	The City is working with Kew Action Group to facilitate capital investment into the area.
B	Establish Precinct at 4th Ave		Suburb	The City is currently the Region E Economic Development plan which will be used to facilitate investments into the targeted precinct.
G	Business site		Between and Lehae opposite Zakariya Park	The City will engage private sector to consider the community's request.
G	Business site		Vlakfontein Proper	The City will engage private sector to consider the community's request.
G	Business Hub		Orange Farm Ext 2	The City will engage private sector to consider the community's request.

7.2 Customer Satisfaction Survey / Quality of Life Survey

Main reasons for Customer dissatisfaction

Issues	DED Responses
Safety and Law Enforcement Residents feel unsafe due to high crime levels, poor police visibility, weak by-law enforcement, and failing safety infrastructure such as streetlights and CCTV. These issues have eroded public trust in the City's ability to protect communities.	N/A
Infrastructure and Service Reliability Frequent power outages, water interruptions, sewer blockages, potholes, and poor maintenance of roads and public infrastructure have led to declining satisfaction with core municipal services.	N/A
Affordability and Billing	N/A

Issues	DED Responses
Rising service charges, inaccurate billing, and poor communication on tariffs have caused frustration. Many residents believe they are paying more for deteriorating services and feel there is little transparency about how funds are used.	
Customer Service and Communication Residents report slow response times, unresolved complaints, and poor communication from municipal departments. Limited access to officials, lack of responsiveness and unhelpful customer service have further damaged public confidence.	N/A
Governance and Public Engagement The Auditor-General reported that weak financial controls, poor procurement practices, limited oversight, and perceptions of corruption have undermined customer confidence in local government. Customers lack trust that government can manage its resources and deliver. Participation in city affairs is low, as many residents feel unheard in decision-making.	▪ In order to deepen the City engagement with public, more specifically with the businesses" the DED has launched "meet the city" Investment Retaining Programme across all the Regions. ▪ This initiative is designed to strengthen partnerships with businesses operating in Johannesburg, address operational challenges, and foster a more enabling environment for business retention, expansion, and job creation
Social and Urban Challenges Urban decay, illegal dumping, overcrowding, unregulated land use, and rising unemployment have worsened living conditions. These social and spatial challenges contribute to perceptions of neglect and deepen dissatisfaction with local government.	N/A

7.3 Perceptions Management

While the City's primary focus is improving service delivery and the reality of its customers' experience, it is important that it also **address negative perceptions** in order to improve satisfaction levels in the city. Therefore, Perception is about how individual thinks about the department of economic development due to their exposure to certain stimuli as results of department service delivery meanwhile Perception Management entails assisting stakeholders or clients to recognise the department's service delivery in a positive light.

The department of economic development interact with various stakeholders on daily basis such informal traders, spaza shop owners, SMME's and Investors. Therefore, the ability of the department to manage its reputation when providing services to stakeholders is crucial in terms of benefits that accrue from ethical perception management. The following table provide a list of critical programmes / projects with associated milestones and completion date which the department has undertaken to communicate regularly.

Programme / Projects	Milestones to achievement	Completion date
Regional Stakeholder Engagement Forums – Spaza Shops	Stakeholder engagement forums on spaza shops will be convened across all seven regions of the City during September 2026. These forums will serve as platforms to engage local partners, community representatives, and traders on programme developments, challenges, and collaborative opportunities to support the spaza shop sector.	5 – 29 September 2026
Spaza shops training sessions on food safety and hygiene	Over 500 spaza shop owners will be trained in Region D and G	19 November 2026
Meet the City Investment Retention	The Department of Economic Development (DED), through the Trade	

Programme / Projects	Milestones to achievement	Completion date
	and Investment Promotion Directorate, successfully rolled out the inaugural series of the Meet the City: Investment Retention Programme across Regions A to E. The initiative aims to strengthen the City's relationship with the business community, address investment retention barriers, and co-create interventions that enhance economic competitiveness and sustainability across Johannesburg. The engagements provided a platform for direct dialogue between the City and businesses, enabling region-specific discussions focused on infrastructure, service delivery, regulatory processes, and strategic economic opportunities. The programme was scheduled for Regions A to G. Two sessions (Region F and Region G) required postponement due to external factors.	
Johannesburg Youth Investment Summit	The Johannesburg Youth Summit, held on 22 August 2025 at the National Bank Building, successfully advanced key objectives aligned with the G20 Y20 agenda and the City's youth development priorities. The following milestones were achieved: Strengthened Public-Private Collaboration - Facilitated active engagement between youth, private sector leaders, development agencies, and government stakeholders. Alignment with National Y20 Priorities - Ensured that discussions and outcomes were aligned with South Africa's broader Y20 agenda, contributing to national policy dialogues and strengthening Johannesburg's role as a key urban player in the G20 process. Showcase of Youth Innovation and Solutions - Highlighted innovative youth-led projects, start-ups, and community-driven initiatives contributing to sustainable development in Johannesburg. - Provided a platform for young innovators to network with potential investors, mentors, and collaborators.	
Women in business Exporter Awareness Day	The Trade and Investment Promotion directorate in collaboration with Tlhabologo Opportunity Centre, The Department of Trade, Industry and Competition (the DTIC), The Department of Social Development's Agro-processing and Food Resilient unit and Department of Labour hosted Export trainings and workshops focusing on equipping and capacitating SMME's on	

Programme / Projects	Milestones to achievement	Completion date
	international trade as well trade related incentives and other non-financial support available at National, Province and Local spheres of government. Below are key highlights from the Workshop: ▪ Increased confidence among SMME's in navigating export requirements ▪ Greater clarity on certifications and documentation ▪ Improved perception of export viability among informal businesses ▪ Participants reported intent to pursue exports within the next 12 months	
Food and beverage Export Readiness Workshop	The City of Johannesburg's Department of Economic Development, in partnership with the Gauteng Growth and Development Agency (GGDA) through its Trade and Investment Directorate hosted an Export Readiness Workshop aimed at empowering Food and Beverage SMMEs seeking to access international markets.	

Actions to Improve perception: There are number actions that can be implemented in order to improve perception amongst the stakeholders of the department such listed below:

- Communicate the services offered by the department such as SMME's financial and non-financial support;
- Showcase the benefits to clients for applying and obtaining informal trading permits or Spaza shop permit;
- Conduct road and imbizo to address challenges encountered by stakeholder while engaging with the department;
- Regular stakeholder engagement to share ideas;
- The department need showcase the R19,6 million of investment facilitated and attracted in the previous year which will confidence to the potential investors that the City is number destination for Investment'
- The information about the numbers of graduate from skill development programme implemented by the department must communicated to the public;
- The number work opportunities created through EPWP and PEP needs to be profiled to the public;
- The Rand value of SMME support and non-financial support; and
- And lastly the development quarterly newsletter about the extraordinary achievement of the department citywide and to the public will go a long way improve and sustained positive perception about the department.

To give effect to the above-mentioned actions to be undertaken, the department has conceptualized a quarterly monitoring Key Performance Indicator to communicate key economic programs across CoJ communication channels.

7.4 Intergovernmental Relations (IGR)

The table below reflect the DED overview of the current status of Intergovernmental Relations (IGR)

IGR Strategy Alignment Checklist	Status	Comments
1. Alignment with the IGR Strategy		
Has the department defined how its strategic goals support the City's IGR objectives and priorities?	Yes	The Department's strategic goals directly support the City's IGR objectives, particularly through the Economic Development Subcommittee within the internal IGR structures. This committee focuses on integrating economic priorities into citywide IGR efforts
Are specific contributions toward integrated governance, collaborative service delivery, and sustainable community development clearly outlined?	Yes	Contributions include facilitating partnerships for job creation, economic infrastructure upgrades, and enhancing the investment climate in alignment with both the City's Growth and Development

IGR Strategy Alignment Checklist	Status	Comments
		Strategy 2040 (GDS 2040) and the District Development Model (DDM). The Departments is involved in various City-wide initiatives aimed at addressing this.
2. Stakeholder and Partner Identification		
Has the department identified key IGR stakeholders, including relevant government agencies, municipalities, and sector-specific institutions?	Yes	Key stakeholders identified include the Provincial & National Government Departments, the private sector and academic institutions
Are the roles and responsibilities of each identified partner clearly articulated?	Yes	Specific roles and responsibilities are outlined in MOUs, letters of intent, service level agreements and relevant frameworks such as the IGR Act No13 of 2005; NDP 2030; GGT2030 etc.
Does the department explain how these partnerships will advance both departmental and citywide objectives?	Yes	The main aim of these partnerships is to advance economic growth & recovery, skills development, and enhance business development and support.
3. Compliance with Legislation and Policy		
Has the department identified key legislative and policy frameworks guiding its activities within an IGR context (e.g., Intergovernmental Relations Framework Act, relevant national or provincial policies)?	Yes	Activities are guided by the Intergovernmental Relations Framework Act 13 of 2005, Municipal Structures Act 1998, and the City's IGR Strategy. These frameworks ensure that intergovernmental collaborations are legally compliant and strategically aligned
4. Collaboration and Engagement Mechanisms		
Are planned collaboration platforms specified (e.g., intergovernmental forums, task teams, joint working groups)?	Yes	Planned collaborations include quarterly engagements with the Provincial IGR Forum, Economic Development workstreams and active participation in the CoJ IGR Dashboard for tracking progress on shared initiatives. The City IGR platform needs to be strengthened in order to include initiatives such as joint funding proposals for economic infrastructure etc. Importantly, these platforms need to be improved and streamlined as departments must move away from Silo planning and delivery
Has the department identified specific collaborative initiatives or programs where responsibilities, resources, and implementation plans will be shared with external stakeholders?	Yes	This includes the Capital investment initiatives for the Kew Industrial area, Joburg Green Economy initiatives such as the 2025 Joburg Green Economy Youth Conference & Expo; Community Innovation Hub; City Tour and Round Tables (Standard Bank, Eskom, CoJ); Future Careers and scarce skills training; Uplifting township Youth Entrepreneurs, engagements through the Johannesburg Business Forum, and the various Industrial Parks Steering Committees etc.
5. Departmental IGR Structure		
Has the department outlined its capacity and any existing IGR structure?	Yes,	The department has a dedicated Economic Development Subcommittee under the CoJ IGR framework, tasked with coordinating projects that require multi-sphere government cooperation. The subcommittee will contribute to important economic growth projects, including support for small businesses and infrastructure alignment initiative. However, the department will need to delegate more staff to ensure maximum participation and high impact

7.5 Alignment to Presidential Johannesburg Working Group (PJWG)

The City of Johannesburg's Department of Economic Development (DED) aligns with the Presidential Johannesburg Working Group (PJWG) to ensure that local economic priorities are coordinated with national recovery and development efforts. This alignment integrates PJWG directives into the City's planning processes and enables joint implementation of programmes focused on job creation, investment promotion, infrastructure renewal, and township economy development.

DED actively participates in PJWG technical workstreams and collaborates with various spheres of government. This cooperative arrangement strengthens intergovernmental coordination, facilitates the unblocking of regulatory and implementation bottlenecks, and enables the City to leverage national resources, reforms, and expertise. This integrated approach accelerates delivery, improves investment readiness, and strengthens the City's capacity to drive inclusive, sustainable economic growth. Overall, the alignment positions the City of Johannesburg to leverage

national level support more effectively and deliver high-impact economic outcomes for residents, businesses, and investors.

Table: Alignment of CoJ DED to the Presidential Johannesburg Working Group (PJWG)

Alignment Area	CoJ DED Focus	PJWG Role/Contribution	Outcome
Bad Buildings	DED contributes by identifying high-potential sites for redevelopment, assessing economic viability, enabling investor engagement, and prioritising projects that can unlock job creation and economic opportunities.	To support coordinated, multi-sphere interventions aimed at revitalizing the inner city, improving safety, and stimulating economic activity.	- Accelerated Redevelopment and Inner-City Revitalisation. - The regeneration of key precincts, improving the city's image, attracting investors, and stimulating local economic activity.
Pedestrianisation of De Villiers Street	- Foster interdepartmental coordination to unblock constraints and accelerate delivery of high-impact economic initiatives. - Pedestrianisation initiatives aimed at improving public space, enhancing economic activity, and creating safer, more inclusive urban environment	- Facilitates access to national and provincial funding to support pedestrianization, street activation, and public infrastructure upgrades. - Coordinates partnerships with the private sector and civil society to co-fund interventions.	- Increased Business Activity - Improved Safety and Accessibility
Wits Health Research Institute	Economic activation, business support, investment facilitation, entrepreneurship development	Strategic coordination, intergovernmental oversight	Urban Regeneration and Public Space
Joburg International Transport Interchange (JITI)	Advises on interventions that balance business interests with urban regeneration goals	PJWG provides strategic coordination, oversight, and multi-stakeholder facilitation	Urban Integration and economic activation
Jack Mincer Taxi Rank	Conduct studies, provide data, and advise on economic aspects of urban development.	Ensures integrated, multi-sectoral planning for the CBD and other urban precincts	- Integrated Transport Connectivity - Investment facilitation
Commercialisation of taxi industry	Support economic growth by formalising operations and creating business opportunities	Transform taxis into regulated, safe, and efficient public transport providers	Formalised, commercialized taxi operations improve commuter experience, integrate with pedestrianised areas, and stimulate local economic activity

7.6 Alignment to Local Government Turnaround Strategy (LGTAS) Workstreams

The Department of Economic Development is a key participant in the LGTAs workstream, with reporting focused on four primary indicators namely:

- Job Creation,
- Investment Promotion,
- Township Economy and
- Green Economy initiatives.

These interventions collectively aim to drive economic growth and sustainability in the City of Johannesburg.

7.7 DED contribution to District Development Model (DDM) level Outcomes

In terms of the DED's contribution to the DDM, DED has been participating through the City's IGR Forum, where the department has:

- Contributed to intergovernmental discussions on economic development priorities.
- Led the development of the Terms of Reference (TOR) for the Economic Development Subcommittee.
- In the process of establishing a structured platform (subcommittee) to coordinate economic development matters across departments and spheres of government. This subcommittee is intended to strengthen coordination, improve alignment of programmes, and support the implementation of catalytic economic initiatives within the DDM framework.

DED has also been asked to provide input on the DDM Amendment Paper, we are now in the process of providing the input and from our perspective, the proposed amendments will strengthen the emphasis on:

- Long-term catalytic project planning;
- Clear roles and responsibilities across spheres; and
- Participation through formal IGR structures rather than parallel mechanisms.

Way Forward / Proposed Actions

- Operationalise the Economic Development Subcommittee to support DDM implementation.
- Identify and package catalytic economic projects for inclusion in the One Plan.
- Strengthening coordination with provincial and national economic departments through IGR platforms.
- Contribute to monitoring and reporting on economic development commitments within the DDM framework.

8 Strategic Analyses

Service Delivery Challenges

No	Challenges	Mitigation
1	Insufficient Funding	Use multi-year budgeting to ensure continuity for long-term projects. Apply for donor or development partner funding (EU, UNDP, DBSA)
2	Limited Technical and Administrative Capacity	Strengthen Human Resource Capacity

Past Performance

No	Key Programmes	Achievement or Non achievement
1.	Skills Development Programme for the National Certificate: Construction in Roadworks and Maintenance.	Achieved
2.	Recruitment of 3799 volunteers under the Public Employment Programme funded by the National Treasury	Achieved
3.	Precinct Plans for Region A: Glen Austin and Region E: Kew/Wynberg.	Achieved
4.	Public Environment Upgrade (PEU) Swazi Inn Project	Achieved

Future Outlook

No	Key Programmes	Deliverables
1.	Implementation of the Township Economies By-Law	Implementation plan
2.	Rand value of leveraged funding used for capital projects in targeted areas	
3.	Medical Tourism programme	Medical Tourism Platform
4.	Number of green jobs facilitated through other spheres of government / funding agencies / partner organisations / sister departments	100 green Jobs to be facilitated
5.	Township Manufacturing	Feasibility studies
6.	Township Business Hubs and Digi	Feasibility and Business Case Development, Concept Design and Viability, Design Development
7.	Lanseria Smart City Special Economic Zone	Business Case and application for designation of SEZ
8.	Implementation of Region A & E Economic Investment Atlas	Projects implementation
9.	Digital Innovation Hub	Feasibility Study and Digital Ecosystem Assessment

Environmental Analyses

Worldwide cities are confronted with an ever-increasing complexity of challenges such as rapid urbanization, the deteriorating state of the global economy, geopolitical shifts, rising activism and conversations, climate change, and technology. The department's ability to analyze such macroeconomic variables would proactively assist it in identifying opportunities and threats that could magnify or constrain city economic growth.

The Economic Development Facilitation (EDF) landscape in the City of Johannesburg is shaped by a convergence of global and local pressures, including economic volatility, geopolitical shifts, rapid urbanisation, and climate-related vulnerabilities. These dynamics affect investment confidence, strain infrastructure, and intensify the growth of the informal economy, requiring the Directorate to adopt more agile, evidence-based approaches to regulation and support. At the same time, technological advancements, shifting demographic patterns, and increased social activism present opportunities for innovation, township enterprise development, and more inclusive economic participation.

Effective resource mobilisation and strong intergovernmental relations are increasingly central to navigating this environment. Limited municipal budgets necessitate strategic leveraging of provincial and national programmes, donor partnerships, and private-sector collaboration to fund catalytic initiatives and ensure programme sustainability. Robust coordination across government spheres also enhances policy alignment, reduces duplication, and strengthens the city's capacity to facilitate economic growth, improve regulatory processes, and deliver targeted support to small enterprises—particularly spaza shops and informal traders. Through integrated planning, partnership-driven implementation, and sound economic intelligence, the Directorate is well positioned to identify emerging opportunities, mitigate risks, and drive resilient, transformative economic development across Johannesburg”.

The Integrated Regional Economic Development (IRED) Directorate provides a coordinated way for promoting balanced, inclusive, and sustainable economic growth across regions. These environmental analyses highlights the key factors influencing the Department of Economic Development's ability to drive regional transformation and competitiveness.

Regions possess diverse natural resources, economic activities, and demographic profiles, requiring tailored development strategies. Current constraints include infrastructure gaps, environmental degradation, climate risks, and uneven access to skills and markets. At the same time, opportunities exist in strategic value chains, renewable energy development, digital innovation, and regional integration.

Stronger policy alignment improved institutional coordination, and targeted investment in infrastructure and human capital are essential for unlocking regional potential. Ensuring environmental sustainability through climate-resilient planning, responsible land use, and green economy initiatives remains critical to long-term growth.

Overall, robust Regional Economic Development Plans will enable the Department to enhance regional competitiveness, reduce spatial inequalities, and support resilient, sustainable development across the City of Johannesburg.

Global trade and investment dynamics are being redefined by rapid urbanisation, geopolitical tensions, rising protectionism, climate change commitments, and the digitalisation of industries. These forces are contributing to slower global growth, shifting supply chains, and increased investor caution, but they are also accelerating opportunities in green technologies, advanced manufacturing, e-commerce, and digital services. Investors are increasingly prioritising stable governance environments, efficient logistics, reliable energy systems, and cities with strong innovation capacity.

For Johannesburg, this environment presents both opportunities and constraints. As the economic heart of South Africa, the City remains a gateway to regional markets, offering a diverse industrial base and a strong services sector. However, challenges such as infrastructure strain, energy reliability, safety concerns, and regulatory bottlenecks continue to influence investor confidence. To remain competitive, the City must prioritise investment facilitation, strengthen its business retention efforts, accelerate reforms that improve operational efficiency, and position its sectors—such as green energy, financial services, digital innovation, and urban logistics—to attract sustainable long-term investment.

SWOT

The Strength, Weakness, Opportunity, to analyses is a reflection of the department internal and external environment variables that have the impact on the performance of the department. These endogenous and exogenous variables are crucial for the department's long-term successes. Appreciation of the department strength, weakness, opportunities and threats helps with both strategic planning and decision making as it introduces opportunities to the directorate as a forward-looking bridge to generating strategic alternatives.

	Strengths:		Weaknesses:	
	Characteristics that give the department an advantage over others in the area		Characteristics that place the department at a disadvantage relative to others in the area	
INTERNAL	▪ Strong intergovernmental relations platforms that enable coordination with provincial and national departments, improving policy alignment and resource leveraging. ▪ Experience in managing township economy interventions, including support for spaza shops and informal traders. ▪ Access to economic intelligence and data platforms that strengthen evidence-based planning and responsiveness to emerging trends. ▪ Existing partnerships with private-sector stakeholders, donors, and development agencies that can be expanded for greater impact. ▪ Strategic Economic Hub: Johannesburg remains the financial and commercial centre of South Africa, offering access to regional and continental markets. ▪ Diverse and Resilient Economy: Strong sectors including finance, ICT, manufacturing, logistics, creative industries, and professional services. ▪ Skilled Workforce and Entrepreneurial Base: Large pool of skilled labour and a growing SMME ecosystem driving innovation and economic dynamism. ▪ Institutional Support for Investment: Existing programmes such as investment facilitation, business retention and expansion, Investment Fast-Tracking Prioritisation ▪ Strategic Economic Hub: Johannesburg remains the financial and commercial centre of South Africa, offering access to regional and continental markets. ▪ Diverse and Resilient Economy: Strong sectors including finance, ICT, manufacturing, logistics, creative industries, and professional services.		▪ Limited municipal budgets restricting the scale and speed of programme implementation. ▪ Fragmented coordination across some departments and entities, sometimes resulting in duplication of efforts or inconsistent enforcement. ▪ Capacity constraints at regional and operational levels in monitoring, evaluation, and regulatory enforcement. ▪ Slow adoption of digital tools in certain processes (e.g., permitting, data collection), limiting efficiency. ▪ Regulatory Bottlenecks: Slow permitting processes, compliance burdens, and administrative inefficiencies hinder investment entry and expansion. ▪ Safety and Security Concerns: Crime and urban decay, particularly in the inner city, pose barriers to business attraction and retention. ▪ Regulatory Bottlenecks: Slow permitting processes, compliance burdens, and administrative inefficiencies hinder investment entry and expansion.	

	Opportunities: External chances to better achieve stated objectives	Threats: External elements that could cause trouble for the department
	EXTERNAL	
	▪ Rapid urbanisation and demographic shifts presenting opportunities for new markets, youth entrepreneurship, and innovation-led growth. ▪ Growing activism and community engagement, which can strengthen participatory planning and build trust in government processes. ▪ Increased availability of provincial and national funding that can be accessed through strategic resource mobilisation. ▪ Potential for expanded private-sector partnerships, including CSR initiatives, impact investment, and enterprise development programmes. ▪ Rising demand for township-based economic infrastructure and services, opening space for catalytic, high-impact projects. ▪ Support for SMMEs and Export-Led Growth: Targeted interventions in export readiness, localisation, and industrial value chains can unlock trade growth and job creation. ▪ Growth in Green Economy: Renewable energy, waste-to-value, and green manufacturing offer new avenues for investment and export competitiveness. ▪ Digital Transformation and Innovation: Rising demand for tech services, fintech, e-commerce, and digital infrastructure creates new market opportunities. ▪ Regional Trade Integration: AfCFTA and other Trade Agreements present opportunities for market expansion and cross-border investment. ▪ Revitalisation of the inner city and key nodes can attract investors interested in mixed-use development, logistics hubs, and manufacturing clusters. ▪ Support for SMMEs and Export-Led Growth: Targeted interventions in export readiness, localisation, and industrial value chains can unlock trade growth and job creation.	▪ Economic volatility and slow national growth, which dampen investor confidence and reduce job creation. ▪ Geopolitical instability and global market disruptions, affecting supply chains and local business sustainability. ▪ Climate-change-related risks, including extreme weather events that impact vulnerable communities and infrastructure. ▪ Persistent informal economy growth without adequate regulation, creating enforcement pressure and reputational risk for the City. ▪ Public distrust or dissatisfaction, amplified by social activism if service delivery and enforcement are perceived as unfair or inconsistent. ▪ Competition for funding among municipal priorities, which may reduce allocations for economic development initiatives. ▪ Global Economic Uncertainty: Slowing global growth, supply-chain disruptions, and fluctuating commodity prices impacting investment appetite. ▪ Geopolitical Instability: Shifts in global alliances, trade restrictions, and currency volatility may reduce investment inflows. ▪ Global Economic Uncertainty: Slowing global growth, supply-chain disruptions, and fluctuating commodity prices impacting investment appetite. ▪ Geopolitical Instability: Shifts in global alliances, trade restrictions, and currency volatility may reduce investment inflows.

PESTEL

Department of Economic Development is not immune from the exogenous variables that impact any organisation, partnership, or community amongst others. These exogenous variables can be assessed by analysing what is happening at political, economic, social, technological, environmental, legal and industry levels.

World-wide, cities are confronted with an ever-increasing complexity of challenges, like rapid urbanisation, a deteriorating state of the global economy, geo-political shifts, rising activism and conservatism, climate change, technology and on top of it all, poverty, unemployment and inequality. Local government, as a face coal of service delivery, is operating in a much more dynamic and complex environment. And although the challenges faced previously are not so unique from those of today, the scope, scale, and urgency of these problems have all sharply increased. The work of local government is not easy, but it is essential.

DED is tasked to lead the priority of inclusive economic growth through the development of City Economic Growth Strategy, need to take cognisance of the impact of these variables so as achieved the projected city economic growth rate of 2.2%. Compounded by the decline in the quality of life satisfaction survey the city is faced with daunting task of creating an enabling environment for investment attraction and concomitantly reduction in unemployment rate of 34.27%, poverty rate of 51.14% and inequality Gini Coefficient of 0.588.

It is within this context that understanding DED position within this environment requires thinking about specific matters the department need to deal with, such as political ideologies and mandates, socio-economic factors,

technological trends and developments, environmental and industry concerns, legislative prescripts, the media agenda, demography, and stakeholders' general attitudes, behaviours, and moods.

Risk Assessment

The process of measuring or assessing risk and developing action plans to manage identified risks is critical to sustainable long-term performance of the department. The management of risk is a key internal control mechanism that can assist in mitigating any possible challenges that may hamper the achievement of set objectives. To strengthen risk management as a control mechanism, the department has a strategic risk register in place, which identifies the top risks associated with its delivery objectives. The department forecasts, inter alia, the following risks and mitigating actions for the 2026/2027 financial year:

Risks Identified	Mitigations
Strategic Risk	
1. Inability to expand/create economic growth and economic opportunities (growing SMME's and employment, inclusive economic growth and driving inclusive economic transformation in townships)	1. Expanding the reach and rollout of the basket of services offered to support SMMEs via the City's Opportunity Centres. 2. Conduct export development training and workshops to potential exporter 3. Alignment and collaboration of programmes with National and Province government. - 4. Facilitate a mentorship programme.
2. Inability to unlock spatial economic opportunities and stimulate economic growth in targeted sectors.	1. Convert the skills development into economic value chain opportunities 2. Secure and ring-fence funding for Priority Economic Zones (PEZs) to support bulk infrastructure upgrades, land servicing, and investment-ready sites. 3. Provide and maintain economic infrastructure (roads, electricity, water, sanitation, lighting, public spaces) in PEZs and township economic nodes to improve investor confidence.
3. Inability to transform the economy to support jobs creation.	1. Establish Public-Private partnerships for funding EPWP projects and skills development programmes. 2. Strengthen resource mobilisation for job creation (improved access to national grants, donor funding and development finance institutions). 2.1 Grant application
4. Inability to attract, expand and retain investors.	1. Engage City entities and departments regularly to strengthen the committee 2. Renew the 9 Microsoft azure solution licensees in the 26/27 Financial year 3. Participate in business forums (Hosting investment seminars)
5. Inability to facilitate the implementation of the green Economy programme in line with Climate Action Plan.	1. Establishment of the work stream for green economy. 2. Monitor the implementation plan. 3. Development of green economy strategy.

Risk Register

Ref No.	Objectives	Risk Name	Risk Category	Root Causes	Consequences	Current controls	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
1	Linked to strategic Objectives: 1, 5, 8 & 10	Economic Growth Risk: Inability to expand/create economic growth and economic opportunities (growing SMME's and employment, inclusive economic growth and driving inclusive economic transformation in townships)	Economic Risk	C1 - Limited support initiatives towards SMMEs due to insufficient financial, technical, and institutional resources. C2- Inadequate skills / Skills mismatch for SMMEs Inadequate partnerships with strategic partners due to weak programme integration across spheres of government. C4 - Insufficient financial, technical, and institutional resources to support SMMEs. Insufficient financial, technical, and institutional resources to support SMMEs. C4 - Limited capacity to develop, regulate, and support the informal trading sector.	1. Increased poverty and unemployment levels. 2.Constraint economic activity, innovation, and export potential. 4. Reduced economic participation of local enterprises, including those in marginalised areas 5. Nonviable SMMEs resulting in business closure/demise.	1. Opportunity Centres established and operational in all the seven (7) city regions.	1. Expanding the reach and rollout of the basket of services offered to support SMMEs through the City's Opportunity Centres.	Director: SEF (Sustainable Employment Facilitation)	30 June 2027
						2. Continuous resourcing of the Opportunity Centres in the city that provide business opportunities.	2. Continuously identifying and engaging value adding partners to leverage SMME development resources / opportunities for local enterprises.	Director: SEF (Sustainable Employment Facilitation)	30 June 2027
						3. Identification, engagement, and formalisation of value-adding strategic partnership (Public Private Partnership).	3. Provision of SMME development training and workshops internal or through collaboration with external partners to improve the level of business skills.	Director: SEF (Sustainable Employment Facilitation)	30 June 2027
						4. Ongoing SMMEs development trainings and workshops to improve the level of business skills.	4. Provision of business advisory, compliance support, access to market & finance and ongoing mentoring and coaching.	Director: SEF (Sustainable Employment Facilitation)	30 June 2027
						5. SMME and exporter capacitation programmes.	5. Conduct export development training and workshops to potential exporter	Director: Trade and investments.	30 June 2027
2	Linked to strategic Objectives: 2, 4, 7, 8 & 9	Spatial Economic Growth Risk: Inability to unlock spatial economic opportunities and stimulate economic growth in targeted sectors.	Economic Risk	C1 - Illegal occupation of city's owned properties (Land and building). C2 - Damaged city's properties / Poor urban management (i.e. maintaining of services e.g. electricity, cleanliness, pavements, urban decay, safety etc.). C3 - Lack of skills / Skills mismatch affecting citizens and more especially young people. C4 - Rapid urbanisation increasing pressure on infrastructure and services.	1. Socio- Economic issues. 2. Informal and unregulated economic activity crowding out formal investment. 3. Increased levels of unemployment, poverty and inequality.	1. Priority Economic Zones Framework (Spatial Development Framework).	1.Convert the skills development into economic value chain opportunities.	Director. SEF	30 June 2027
						2.Regional Economic Development Plans.	2. Secure and ring-fence funding for Priority Economic Zones (PEZs) to support bulk infrastructure upgrades, land servicing, and investment-ready sites.	Director. IRED	30 June 2027
						3.Skills development initiatives (Artisanal and technical related skills training).	3. Provide and maintain economic infrastructure (roads, electricity, water, sanitation, lighting, public spaces) in PEZs and township economic nodes to improve investor confidence.	Director. IRED	30 June 2027
						4. Township economies by-laws.	4. Issuing of trading permits (smart cards) to verified traders.	Director: SEF	30 June 2027

Ref No.	Objectives	Risk Name	Risk Category	Root Causes	Consequences	Current controls	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
				C5 - Political instability affecting policy certainty and investor confidence. C6 - Investor disinvestment due to infrastructure deterioration, regulatory delays, and safety concerns. C7 - Inadequate spatial and infrastructure planning for population growth. C8 - Weak and inconsistent law enforcement, including by-law enforcement		5. Informal trading policy. 6. JMPD by-law enforcement. 7. Investor attraction, retention and investment fast tracking committee.			
3	Linked to strategic Objectives: 3	Transformation Risk: Inability to transform the economy to support jobs creation.	Socio Economic	C1 - Non implementation or delayed implementation of approved and planned projects. C2 - Inadequate funding and set-aside budget to increase job creation efforts. C3 - Inadequate stakeholder support and buy-in from implementing departments, entities and private sectors.	1. Socio- Economic issues. 2. Increased levels of unemployment, poverty and inequality.	1. EPWP Policy and other related Legislative Frameworks	1. Strengthen resource mobilisation for job creation (improved access to national grants, donor funding and development finance institutions).	Director: SEF	30 June 2027
						2. EPWP Incentive Grant and other conditional grants	2. One-on-one engagements with Departments/MoEs implementation, reporting and compliance.	Director: SEF	30 June 2027
						3. Monitoring performance through the EPWP steering committee.	3. Convene EPWP Steering Committees to peer-to-peer learning and sharing of best practice on implementation and reporting of EPWP.	Director: SEF	30 June 2027
							4. Participate in the Regional Capex forum to track progress on project implementational at regional level.	Director: SEF	30 June 2027
4	Linked to strategic Objectives: 6	Investor, Attraction & Retention Risk: Inability to attract, expand and retain investors.	Economical Risk	C1 - Excessive red tape (e.g. delayed administration & approval processes, excessive regulations and high associated costs of doing business). C2 - Lack or damaged infrastructure(water, electricity, road, rail etc). C3 - Leadership instability /Geo-Political tensions.	- Slacking economic growth - Increased levels of poverty, unemployment and inequality - Delayed investment Plans	1. Investor Retention Programme	1. Engage City entities and departments regularly to strengthen the committee	Director: Trade and Investment Promotion	30 June 2027
						1.2. Investment Online Portal	2. Renew the 9 Microsoft azure solution licensees in the 26/27 Financial year	Director: Trade and Investment Promotion	30 June 2027
						2. Priority Economic Zones Framework in place.	3. Participate in business forums (Hosting investment seminars)	Director: Trade and Investment Promotion	30 June 2027

Ref No.	Objectives	Risk Name	Risk Category	Root Causes	Consequences	Current controls	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
				C4 - Lack of resources to promote the City (Human capital, and budget). C5 - Dependencies on City's Department's and Entities to provide services to investors. C6 - Labour productivity issues.	- Loss of potential revenue for the city. - Negative reputation image	3. Investment Fast Tracking Committee			
5	Linked to strategic Objectives: 10	Green Economy Implementation Risk: Inability to facilitate the implementation of the green Economy programme in line with Climate Action Plan.	Stakeholder Management risk	C1- Weak governance and accountability mechanisms for overseeing Green Economy and Climate Action Plan implementation. C2 - Lack of strategic alignment between the Climate Action Plan, organisational strategy, and performance management frameworks. C3- Insufficient and unsustainable financial and human resources to support implementation. C4 - Fragmented stakeholder and intergovernmental coordination, limiting effective collaboration. C5 - Inadequate monitoring, reporting and data systems to track progress and inform decision-making.	1. Failure of economic growth 2. Loss of revenue 3. Sustained joblessness	1. Climate Action Forum	1. Establishment of the work stream for green economy.		30 June 2027
						2. Climate Action Plan Policy in place.	2. Monitor the implementation plan.		30 June 2027
						3. Implementation plan.	3. Development of green economy strategy.		30 June 2027

9 Strategic Response

The Key Performance Areas outlined below gives effect to the mandate of the department which is to facilitate growth of the economy of the city towards an inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of all citizens. Therefore, the key performance areas are framed around directorates of the department.

- a) Economic development facilitation
- b) Integrated Regional Economic Development
- c) Sustainable employment facilitation through SMME's Development, EPWP and Skill Development
- d) Economic Development Policy and Planning
- e) Trade and Investment
- f) Strategic Management Coordination

9.1.1 Strategic Management Support (SMS)

Strategic Management Support (SMS) is the epicentre of strategic, analytical, stakeholder, human resource and administrative support and transversal business solutions to enable the Head of Department and directorates to deliver on their mandate effectively and efficiently.

The Strategy Management Support provide the following services:

- The management and administration of the office of the HOD.
- To provide executive support, administrative and secretarial services by developing, implementing and monitoring the relevant strategies, policies, procedures, systems and Standard Operating Procedures (SOP).
- Manage Information flow and correspondence through the HOD and directorates Head office.
- Administration management for the department.
- Departmental planning and budget management.
- Financial administration and reporting, procurement, and expenditure management.
- Performance management coordination in support of the HOD.
- Develop stakeholders and public relations support networks and contacts that will enhance the functioning of the HODs office and the department, so as to assist the department in delivering on objectives.

9.1.2 Economic Development Facilitation (EDF)

The Economic Development Facilitation core mandate is the facilitation, establishment, and maintenance of strategic partnerships to leverage off financial and non-financial support from the private sector and all spheres of government.

The core functions of the directorate are the following:

- Implement interventions and recommendations from the city's Economic Growth Strategy.
- Establish & maintain strategic relationships with sectors and industry associations.
- Co-develop Flagship initiatives with the private sector and all spheres of government.
- Respond to emerging issues and needs raised during stakeholder engagements.
- Mobilize financial and non-financial resources.

9.1.3 Sustainable Employment Facilitation (SEF)

The Sustainable Employment Facilitation directorate supports the Departmental mandate in providing strategic direction and facilitating the growth of the economic through development of entrepreneurs, job creation, skills development and informal trading regulation.

The overall mandate of the directorate is reflected below.

- Support the alignment of City plans and policies towards achieving an increased economic growth rate and to bring down unemployment through government initiative programmes such as the Expanded Public Works Programme (EPWP) targeting youth, women and persons with disabilities.
- Support and promote the development of Small Medium and Micro Enterprises (SMMEs) and Cooperatives, which is successfully executed through collaborations and partnerships.
- Provide skills development training programme for unskilled, semi-skilled, under-skilled across all demographics, through collaborations and partnerships with City's core Departments and Municipal Owned Entities, Public-Private Partnership, institutions of higher learning, and FEF Colleges in specific sectors.
- Regulation and development of the informal trading sector across the City of Johannesburg.

9.1.3 Economic Development Policy and Planning (EDPP)

Economic Development Policy and Planning is responsible for provision of researched information, analytical support and guidance to support City economic development and facilitation of associated planning, decision making and stakeholder engagement activities.

The following are key focus area of the directorate:

- Research and report on the economic context of the City and on the performance of the City economy.
- Conduct economic research to inform economic development strategy and related City strategic planning.
- Review and recommend economic development strategies and policies.
- Support and advise key City role-players and stakeholders on economic issues and economic development.

9.1.4 Trade and Investment (T&I)

The trade and investment directorate strategic focus is positioning and promoting the city as a premier Global Investment Destination.

The mandate of the directorate find expression the following key focus areas:

- Investment Promotion, Attraction and Facilitation
- Trade Promotion and Facilitation including providing support to City enterprises with market access and expansion opportunities, capacitation of SMMEs.
- Business Retention, Expansion and After-care
- Investment Fast-Tracking and Prioritisation
- Develop and promote Investment Value Proposition

9.1.4.1 Investing in the City of Johannesburg

The City of Johannesburg (CoJ) stands as Africa's premier investment gateway, offering unmatched access to regional and global markets, a robust business environment, and world-class infrastructure. As South Africa's economic powerhouse, Johannesburg contributes significantly to national GDP and serves as the headquarters for many multinational corporations operating across the continent.

9.1.4.2 Strategic Investment Performance

Over the past two decades, Johannesburg has attracted 747 Foreign Direct Investment [FDI] projects, representing a staggering R353.18 billion in capital. This is a vote of confidence from the global community, resulting in over 40,000 new jobs and an average investment of R472 million per project.

However, a city cannot rest on its history. To remain Africa's premier investment gateway, we are actively modernising our infrastructure. From the expansion of our Bus Rapid Transit systems to the visionary development of the **Lanseria Smart City**, we are designing an urban environment that facilitates ease of trade. Our recent R540 million [EUR 27.5 million] energy grant ensures that as we grow, our power systems become cleaner and more reliable, securing the long-term energy security essential for any industrial or commercial enterprise.

The city's investment landscape is diversified across 34 sectors, with Software & IT Services leading in project volume (18.9%). This sector alone generated 6,807 jobs and R34.82 billion in capital investment, underscoring Johannesburg's growing role as a digital and innovation hub.

9.1.4.3 Competitive Advantages

Johannesburg's appeal as an investment destination is underpinned by a combination of stability, connectivity, and opportunity. Through our Trade and Investment Unit and our Investment Fast-Tracking Committee, we act as a concierge for capital, addressing bottlenecks and accelerating projects from conception to completion.

Johannesburg is not just a place to invest; it is a destination to experience. It is a city of vibrancy and ambition, where every street corner tells a story of a "Golden Opportunity." We invite you to join us in this next chapter of our story. The returns are ready; Johannesburg is the investment destination of choice for both Foreign and Domestic Direct Investment.

9.1.5 Integrated Regional Economic Development (IRED)

The Integrated Regional Economic Development Directorate (IRED) advocates for spatial justice and inclusive economic transformation across the City of Johannesburg. Its work is guided by principles set out in the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA).

The directorate is committed to retaining the resilience of thriving economic nodes and the revitalisation of declining business nodes. This is achieved through integrated spatial and socio-economic interventions, including the implementation of catalytic projects aimed at unlocking growth and investment. IRED directorate is responsible for identifying and facilitating regeneration initiatives in the declining regions and nodes. This is primarily achieved through identifying:

- Anchor industries/sectors and harness competitive and comparative advantages.
- Enhance economic value chains for targeted sectors.
- Garner potential investors by showcasing a suite of investment projects for leveraging.
- Collaborate for optimal use of available land and other immovable assets.
- Intensify area-based management to promote well maintained urban spaces.

9.2 2024/25 Past Performance and Future Outlook

The analysis of the departmental past performance and future outlook clearly reflect the impact of the economic growth challenges experienced. Based on the official report compiled by Group Strategy, Policy coordination and Relation(GSPCR) titled "Official statistics to inform planning metrics for the city of Johannesburg" as informed by

latest available official estimates from Statistics South Africa for demographic and service delivery data at the Johannesburg Metropolitan, the City of Johannesburg Metropolitan Municipality contributed 14.97% to the GDP of South Africa which had a total GDP of R 6.97 trillion (as measured in nominal or current prices). It's contribution to the national economy has stayed relatively constant. The report further asserts that the City of Johannesburg Metropolitan Municipality achieved an annual growth rate which is higher than both provincial and national.

	Key Performance Indicator	2022/23	2023/24		2024/25	2026/27	2026/27	2027/28	Directorate
Past Performance	1. Rand Value of New Investments Secured Through City-Led Promotion and Partnerships		19,619 Billion	Future Outlook	26.8 billion	R24 Billion	R26 Billion	R28 Billion	Trade and Investment Promotion
	2. Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide	12 135	18 958		15 724	12 500 ¹	12 950 ²	13 315 ³	Sustainable Employment Facilitation
	3. Number of SMMEs supported with market access ⁴ .	-	-		-	40	40	40	Sustainable Employment Facilitation
	4. Number of SMMEs supported to access finance. ⁵	-	-		-	80	80	80	Sustainable Employment Facilitation
	5. Number of participants enrolled and/or participating in skills training initiatives by DED and other Departments and Municipal Entities ⁶ .	89	361		488	300			Sustainable Employment Facilitation

¹ The target represents 25% increment of the national target of 9,996 set for COJ, 2026/27 FY.

² The target represents 25% increment of the national target of 10,359 set for COJ, 2027/28 FY.

³ The target represents 25% increment of the national target of 10,652 set for COJ, 2028/29 FY.

⁴ SMMEs supported by the City to procure products, goods / services i.e. either by government (City and other government departments) or private sector.

⁵ SMMEs supported (facilitated) to access funding either from government (City and other government departments) or private sector.

⁶ Skills training programme or initiative can either be technical, artisanal, apprenticeships, learnerships, structured educational programmes and any other intervention through other CoJ skills development initiatives.

9.3 2026/27 Corporate Scorecard

GDS Outcome: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens Mayoral priority: Job opportunity & creation Mayoral priority: Sustained economic growth Mayoral priority: Green Economy																			
KPI : No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Performance Targets				2026/27 Budget per Projects R 000						Means of Verification	Lead Dept/me	Support	Cluster
						Q1	Q2	Q3	Q4	Capex	Open	Q1	Q2	Q3	Q4				
1.	Number of Expanded Public Works Programme (EPWP) work opportunities created City-Wide ⁷	15 724	12 500 ⁸	12 950 ⁹	13 315 ¹⁰	3,500	7 000	9 800	12 500	-	5,361	1,340	2,680	4,020	5,361	1. Cumulative participants list 2. Contracts of employment 3. Certified ID copies (Not older than 6 months at the start of the project) 4. Signed daily attendance register 5. Proof of payment (payslip or payroll records)	DED	Entities and Departments	Economic Growth
2.	% of EPWP participants supported through skills development and training on-site programmes.	New Indicator	5%	6%	7%	5%	5%	5%	5%							1. Cumulative participants list 2. Certified ID Copy 3. Attendance registers or certificate of attendance	DED	Entities and Departments	Economic Growth

⁷ The City's EPWP targets are determined using a number of factors including past performance, budget allocation to create work opportunities, cost to create one EPWP work opportunity, as well as the target set for the City by the National Department of Public Works and Infrastructure (gazetted targets). The EPWP Phase 5 (five-year period, from 2024/25 to 2028/29) target set by NDPWI for the City is 50,030, which is apportioned per annum as follows, 2024/25 (9,383), 2025/26 (9,640), 2026/27 (9,996), 2027/28 (10,359), 2028/29 (10,652).

⁸ The target represents 25% increment of the national target of 9,996 set for COJ, 2026/27 FY.

⁹ The target represents 25% increment of the national target of 10,359 set for COJ, 2027/28 FY.

¹⁰ The target represents 25% increment of the national target of 10,652 set for COJ, 2028/29 FY.

GDS Outcome: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens

Mayoral priority: Job opportunity & creation

Mayoral priority: Sustained economic growth

Mayoral priority: Green Economy

KPI : No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Performance Targets				2026/27 Budget per Projects R 000						Means of Verification	Lead Dept/me	Support	Cluster
						Q1	Q2	Q3	Q4	Capex	Open	Q1	Q2	Q3	Q4				
																or certificate of competence			
3.	Rand Value of New Investments Secured Through City-Led Promotion and Partnerships ¹¹	26.8 Billion	R22 Billion	R24 Billion	R28 Billion	N/A	N/A	N/A	22 Billion	0	0	0	0	0	0	1. Investment Pipeline 2. Signed Investment Facilitation forms 3 Annual report on actual investment	DED	Trade and Investment	Economic Growth
4.	% Increase in the City of Joburg GDP ¹²	New Indicator	2%	2.5%	3%	n/a	n/a	n/a	2%							Annual City of Johannesburg Economic Outlook Report	DED	EDPP	Economic Growth
5.	Number of green economy projects implemented with measurable job creation	2	6	4	6	1	1	2	2							Close report on green economic projects/ programmes implemented	DED	All depts. and	Economic Growth

¹¹

¹²The realisation on the implementation of the Economic Growth Strategy milestones

9.4 2026/27 Departmental Scorecard

GDS Outcome: % Implementation of the CoJ Skills Development plan as provided for in the Skills Development Act																			
GDS Outcome: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens																			
Mayoral priority: Job opportunity & creation																			
Mayoral priority: Sustained economic growth																			
KPI : No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Performance Targets				2026/27 Budget per Projects R 000						Means of Verification	Lead Dept/me	Support	Cluster
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
1	Number of SMMEs supported with market access ¹³ .	New Indicator	40	40	40	10	20	30	40							Either one of the following: 1 Signed-off main contract or sub-contract; or 2 Purchase order(s), or invoice(s) or payment report(s)	DED	Public and Private sector	Economic Growth
2	Number of SMMEs supported to access finance. ¹⁴	New Indicator	80	80	80	20	40	60	80							Either one of the following: 1. Funding confirmation letter from the financier. 2. Email confirmation from the financier 3. Proof of payment from the financier.	DED	Public and Private sector	Economic Growth

¹³ SMMEs supported by the City to procure products, goods / services i.e. either by government (City and other government departments) or private sector.

¹⁴ SMMEs supported (facilitated) to access funding either from government (City and other government departments) or private sector.

GDS Outcome: % Implementation of the CoJ Skills Development plan as provided for in the Skills Development Act																			
GDS Outcome: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens																			
Mayoral priority: Job opportunity & creation																			
Mayoral priority: Sustained economic growth																			
KPI : No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Performance Targets				2026/27 Budget per Projects R 000						Means of Verification	Lead Dept/me	Support	Cluster
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
3	The number Economic Growth Strategy projects packed	New Indicator	4			1	2	3	4							1. Approved project concept documents (one per project) 2. Concept notes showing scope and objectives,	DED		Economic Growth
4	Rand value of leveraged funding used for capital projects in targeted areas.	New Indicator	300 million leveraged through City-Led Promotion and Partnerships	400 million leveraged through City-Led Promotion and Partnerships	500 million leveraged through City-Led Promotion and Partnerships	n/a	n/a	n/a	300 million leveraged	0	0	0	0	0	0	Signed funding pledges from Private and public sector or 1. Grant funding letter	DED	Depts / ME	Economic Growth
5	Number of bankable project concepts developed in line with Regional Economic Development Plans for Regions A & E.	New Indicator	4 bankable project concept developed	4 bankable project concept developed	4 bankable project concept developed Projects implemented	1 bankable project concept developed	2 bankable project concepts developed	3 bankable project concepts developed	4 bankable project concepts developed							1. Approved project concept documents (one per project) 2. Concept notes showing scope, objectives, and alignment with Regional	Economic Development	CRU M and Development Planning	Economic Growth

GDS Outcome: % Implementation of the CoJ Skills Development plan as provided for in the Skills Development Act																			
GDS Outcome: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens																			
Mayoral priority: Job opportunity & creation																			
Mayoral priority: Sustained economic growth																			
KPI : No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Performance Targets				2026/27 Budget per Projects R 000						Means of Verification	Lead Dept/me	Support	Cluster
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
																Economic Developm ent Plans for Regions A & E			
6	Number of participants enrolled and/or participating in skills development training initiatives by DED and other Departments and Municipal Entities ¹⁵ as defined in the skills development plan ¹⁶ .	New Indicator	300	400	500	n/a	n/a	n/a	300	0	0	0	0	0	0	1. Cumulative listing 2. Attendance register 3. Enrolment contract or Certificate of participation or competence.	DED	Core Departments and MoEs	Economic Growth
7	Number of informal trading smart card permits printed and/or issued to the City informal traders.	New Indicator	1 500	1 000	500	375	750	1 125	1 500	-	-	-	-	-	-	1. System generated report. OR 2. Cumulative list of informal traders who received	DED: SEF	GICT, JPC, Health (Environmental Health), JMPD	Economic Growth

¹⁵ Skills training programme or initiative can either be technical, artisanal, apprenticeships, learnerships, structured educational programmes and any other intervention through other CoJ skills development initiatives, collaborations and partnerships.

¹⁶ City-wide skills development plan approved by the City Manager. Priority is given to three sectors (construction, energy and transport) are prioritised.

GDS Outcome: % Implementation of the CoJ Skills Development plan as provided for in the Skills Development Act																			
GDS Outcome: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens																			
Mayoral priority: Job opportunity & creation																			
Mayoral priority: Sustained economic growth																			
KPI : No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Performance Targets				2026/27 Budget per Projects R 000						Means of Verification	Lead Dept/me	Support	Cluster
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
																smart card permits.		CRU M), EMS	
8	Number of spaza shops registered	New Indicator	1500 ¹⁷	2000	300	500	800	1100	1500							1. List of spaza shops registered 2. Launching application portal	DED: EDF	Depts / ME	Economic Growth
9	% Completion of Annual Economic Review ¹⁸	Annual Economic Review	2026/27 100% Annual Economic Review	2027/28 100% Annual Economic Review	2028/29 100% Annual Economic Review	25% Preparatory Work including Data validation and verification activities	50% Data consolidation and analysis	75% Draft Report	100% Annual Economic Review completed and approved							Annual Economic Review signed off by the Executive Director, and distributed	Economic Development	Stats SA	Economic Growth
10	Number of Township Economy revitalisation programmes/projects facilitated		9 programmes/projects facilitated.	12 programmes/projects facilitated.	14 programmes/projects facilitated.	2 programmes/projects facilitated	4 programmes/projects facilitated.	6 programmes/projects facilitated.	9 programmes/projects facilitated.							MOU / SLA List of programmes/projects	DED	CRU M Local Business Forums Communities	Economic Growth

¹⁷ New Spaza shop registration for 2026/27

GDS Outcome: % Implementation of the CoJ Skills Development plan as provided for in the Skills Development Act GDS Outcome: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens Mayoral priority: Job opportunity & creation Mayoral priority: Sustained economic growth																			
KPI : No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Performance Targets				2026/27 Budget per Projects R 000						Means of Verification	Lead Dept/me	Support	Cluster
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
11	Percentage of predetermined objectives target achieved	85%	85%	85%	85%	85%	85%	85%	85%	n/a	n/a	n/a	n/a	n/a	n/a	Quarterly Assessment Report (GSPCR)	DED	All Direct orates	85%

9.5 Gate Keeping Indicators

GDS Outcome: An inclusive, Job-intensive, Resilient, Competitive and Smart Economy that harnesses the potential of citizens Mayoral Priority: Financial Sustainability																			
KPI No	Key Performance indicator	Baseline 2024/25	2026/27 target	2027/28 target	2028/29 target	2026/27 Quarterly Performance Targets				2026/27 Budget per projects R 000						means of verification	lead dept/	suppo rt	cluste r
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
1.	Percentage spent on operating budget against approved operating budget	95%	95%	95%	95%	15%	50%	75%	95%							Quarterly sign off by Group Finance on budget expenditure (Opex)		All Director ates	Economic Growth
2.	Percentage spent on capital budget against approved capital budget	95%	95%	95%	95%	25%	50%	75%	95%							Quarterly sign off by Group Finance on budget expenditure (Capex)	DED	All Director ates	Economic Growth
3.	Percentage of spent on repairs and maintenance to property, plant and equipment.	8%	8%	8%	8%	0%	4%	6.4%	8%							Quarterly sign off by Group Head SPMO repairs and maintenance to property, plant and equipment.)	DED	All Director ates	Economic Growth
4.	Percentage reduction in unauthorized,	50%	50%	50%	50%	40%	30%	20%	10%							UIFW report tabled at GAC and GPAC	DED	All Director ates	Economic Growth

GDS Outcome: An inclusive, Job-intensive, Resilient, Competitive and Smart Economy that harnesses the potential of citizens Mayoral Priority: Financial Sustainability																			
KPI No	Key Performance indicator	Baseline 2024/25	2026/27 target	2027/28 target	2028/29 target	2026/27 Quarterly Performance Targets				2026/27 Budget per projects R 000						means of verification	lead dept/	support	cluster
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
	irregular, fruitless and wasteful (UIFW) expenditure incurred citywide																		
5.	Percentage of valid invoices paid within 30 days of invoice date	100%	100%	100%	100%	100%	100%	100%	100%							Age analysis report from Group Finance	DED	All Directorates	Economic Growth
6.	Percentage resolution of Internal Audit findings	95%	95% resolution of Internal Audit findings (cumulative)	95% resolution of Internal Audit findings (cumulative)	95% resolution of Internal Audit findings (cumulative)	10%	30%	70%	95%							1. Quarterly status of resolution of internal and external audit findings. 2. Management response to findings with action plan to improve internal controls and mitigation to GRAS	DED	All Directorates	Economic Growth
7.	Percentage resolution of AG findings	95%	100% resolution of AG findings (cumulative)	95% resolution of AG findings (cumulative)	95% resolution of AG findings (cumulative)	80%	85%	90%	100%							1. Quarterly status of resolution of internal and external audit findings.	DED	All Directorates	Economic Growth

GDS Outcome: An inclusive, Job-intensive, Resilient, Competitive and Smart Economy that harnesses the potential of citizens Mayoral Priority: Financial Sustainability																			
KPI No	Key Performance indicator	Baseline 2024/25	2026/27 target	2027/28 target	2028/29 target	2026/27 Quarterly Performance Targets				2026/27 Budget per projects R 000						means of verification	lead dept/	support	cluster
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
																2. Management response to findings with action plan to improve internal controls and mitigation to GRAS			
8.	Percentage implementation of the strategic risk management action plan findings resolved	85%	85%	85%	85%	85%	85%	85%	85%							Quarterly strategic risk report to GRAS	DED	All Directorates	85%

9.6 2026/2027 Circular 88 Output Indicators for Annual Reporting

KPI No	National Treasury Proposed Indicators	Ref No	2024/25 Baseline	2026/27 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/ Entity	Evidence & MoV
					Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4		
1.	Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) ¹⁹	LED1.21	15 725	12 500 ²⁰	3,500	7 000	9 800	12 500	-	-	-	-	-	-	Economic Development	

¹⁹ The City's EPWP targets are determined using a number of factors including past performance, budget allocation to create work opportunities, cost to create one EPWP work opportunity, as well as the target set for the City by the National Department of Public Works and Infrastructure (gazetted targets). The EPWP Phase 5 (five-year period, from 2024/25 to 2028/29) target set by NDPWI for the City is 50,030, which is apportioned per annum as follows, 2024/25 (9,383), 2025/26 (9,640), 2026/27 (9,996), 2027/28 (10,359), 2028/29 (10,652).

²⁰ The target represents 25% increment of the national target of 9,996 set for COJ, 2026/27 FY.

KPI No	National Treasury Proposed Indicators	Ref No	2024/25 Baseline	2026/27 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/ Entity	Evidence & MoV
					Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4		
2.	Number of individuals connected to apprenticeships, learnerships and structured educational programmes through municipal interventions	LED 1.31	388	300	n/a ²¹	n/a	n/a	300	-	-	-	-	-	-	Economic Development	
3.	Average time taken to finalise business license applications	LED 3.11													Economic Development	
4.	Sum of the total working days per business application finalized.	LED 3.11(1)													Economic Development	
5.	Number of business applications finalized.	LED 3.11(2)													Economic Development	
6.	Average time taken to finalise informal trading permits	LED 3.12	New Indicator	21 days	21 days	21 days	21 days	21 days	-	-	-	-	-	-	Economic Development	
7.	Sum of the number of days from the time of application for each informal trading permit to the time of adjudication	LED 3.12 (1)	New Indicator	21 days	21 days	21 days	21 days	21 days	-	-	-	-	-	-	Economic Development	
8.	Number of completed informal trading permit applications finalised	LED 3.12(2)	New Indicator	1 500	375	750	1 125	1 500	-	-	-	-	-	-	Economic Development	

9.7 2025/2026 Circular 88 Compliance Indicators

No	National Treasury Proposed Indicators	Ref No	2024/25 Baseline	2026/27 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/Entity	Evidence & MoV
					Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4		
1.	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	C76	New Indicator	5 000	1250	2500	3750	5000							DED	

²¹ Annual Target

9.8 Circular 88 Compliance Questions

Q3	Does the municipality have an approved LED Strategy?	The City has Economic Growth Strategy
Q17.	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?	Yes. DED has Enterprise Development unit. The Unit manage the established Opportunity Centres, which are mandated with the responsibility to support SMME.
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?	Rates and Taxes Policy

9.9 Corporate SDBIP Technical Indicator Description

KPI No.	KPI	Short Definition	Purpose / Importance	Source / collection of data	Method of Calculation	Data Limitation	Calculation type	Reporting cycle	New indicator	Desired performance	Indicator responsibility
1.	Number of Expanded Public Works Programme (EPWP) work opportunities created City-Wide	Work Opportunity: refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programme. Learnerships will also constitute work opportunities. The same individual can be employed at different times on different projects (not concurrently) and each period of employment will be counted as a work opportunity.	EPWP is one of government's medium-to-long term programmes aimed at alleviating poverty and reducing unemployment. The EPWP will achieve this aim through the provision of work opportunities coupled with project-based training.	COJ Core Departments and Municipal Owned Entities collect and report data to the Department of Economic Development.	Every work opportunity created per period of employment through projects or programmes within COJ Core Departments and Municipal Owned Entities	The Department of Economic Development does not have control on under-reporting by CoJ Core Departments and Municipal Owned Entities	The Information submitted is cumulative.	Quarterly	Exiting indicator	12,500	SEF D/ Director: EPWP Unit
2.	% of EPWP participants supported through skills development and training on-site programmes.	The indicator measures the percentage of the EPWP participant where support was provided by the Department of Economic Development, Core CoJ Departments and Municipal Entities to aid their capacity.	The EPWP indicator aims achieved this through initiatives and innovation in a form of in-the-job training and other training programmes by Departments and Municipal Entities as a booster for future employability.	COJ Core Departments and Municipal Owned Entities collect and report data to the Department of Economic Development.	Every EPWP participant engaged in a training intervention undertaken by Departments and Municipal Entities in an EPWP project to support the participants	The Department of Economic Development does not have full control on under-reporting by CoJ Core Departments and Municipal Entities	The Information submitted is cumulative.	The indicator is reported annually.	New Indicator	2% of Cumulative Annual EPWP work opportunities created.	SEF D/ Director: EPWP Unit
3.	Rand Value of New Investments Secured Through City – Led Promotion and Partnership	The indicator is measuring the total value of investments made and facilitated by the City.	The indicator is very important as it measures how the City fares compared to other	The data is collected from the investors the investors complete an	The indicator is calculated by adding all the total investment facilitation forms	The information submitted by investors cannot be verified but site visits to	The Information submitted is cumulative.	The indicator is reported on annually at the	No	Performance that is higher is desirable	Trade and Investment Unit: DED

KPI No.	KPI	Short Definition	Purpose / Importance	Source / collection of data	Method of Calculation	Data Limitation	Calculation type	Reporting cycle	New indicator	Desired performance	Indicator responsibility
			cities and also very important indicators for economic growth	investment facilitation form and submit it to DED	submitted and report on the total figure as the Investment Facilitated	confirm investments are done.		institution, but data collected per quarter is submitted to HOD: DED			
4.	% Increase in the City of Joburg GDP	The indicator is measuring the city's changes in GDP growth. Technical definition-Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies. GDP-R can be measured using either current or constant prices.	The indicator provides a primary indicator of a city's economic performance and overall health. It helps track the size and growth of the economy, influencing investment decisions, government policies, and investor confidence. A strong GDP growth rate typically suggests an improving economy, while a negative or slow growth rate can indicate economic difficulties.	Data is collected from official sources such as STATSSA, SARB, IMF, World Bank. Vendor data such as SSP Global insight.	GDP growth is calculated by finding the percentage change in real GDP between two periods. Specifically, it's the difference between the current period's real GDP and the previous period's real GDP, divided by the previous period's real GDP.	There is no municipal level GDP data in SA. We depend on National GDP figures.	The Information submitted is non-cumulative.	The indicator is reported on annually.	Yes	Performance that is higher is desirable	Economic Development Policy and Planning Unit: DED
5.	Number of green economy projects with measurable job creation	The indicator is measuring the total number of green economy projects aimed at creating green jobs.	The indicator is very important as it measures the performance of the City in facilitating green economy projects to create green jobs. This is also a very important indicator	Close report on green economic projects/ programmes implemented	The indicator is calculated by adding all the total number of projects facilitated to create green jobs		The Information submitted is cumulative.	The indicator is reported on annually at the institution, but data collected per quarter is submitted	No	Performance that is higher is desirable	Economic Development Facilitation Unit: DED

KPI No.	KPI	Short Definition	Purpose / Importance	Source / collection of data	Method of Calculation	Data Limitation	Calculation type	Reporting cycle	New indicator	Desired performance	Indicator responsibility
			for economic growth					to HOD: DED			

9.10 Department Scorecard Technical Indicator Descriptions

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
1	Number of SMMEs supported with market access ²² .	Support offered to SMMEs by the city for the procurement of products, goods / services. These can be procured by either by government or private sector. These are enterprises that gained market opportunities through contracts, purchase orders, partnerships or sales channels facilitated by the city.	To ensure that SMMEs are commercially viable and sustainable.	Data is collected from enterprises, which includes main or sub-contract, purchase order, invoices, proof of payment or sales channels.	The number of SMMEs supported is calculated through the list of supported enterprises accompanied by relevant evidence.	Capacity to make timely follow up with relevant clients.	The Information submitted is cumulative.	Quarterly	New indicator	40	SEF
2	Number of SMMEs supported to access finance. ²³	Support offered to SMMEs by the city to secure funding. This can be in a form of a loan, grant, equity or blended finance.	Business startup, or expansion.	Data is collected from enterprises in a form of funding confirmation letter from the financier, or email confirmation from the financier Or proof of payment from the financier.	The number of SMMEs supported is calculated through the list of supported enterprises accompanied by relevant evidence.	Capacity to make timely follow up with relevant clients. Long turnaround time by the financier.	The Information submitted is cumulative.	Quarterly	New indicator	80	SEF
3	The number Economic Growth Strategy projects packed										
4	Number of participants enrolled and/or participating in skills training initiatives by DED	The indicator measures the number of participants that DED and other COJ core departments and Municipal Entities have enrolled and/or engaged in skills development initiatives either be technical, artisanal,	To impart the necessary skills sets for the participants to up skill themselves and gain access to	COJ Core Departments and Municipal Entities (including their contractors)	Evidence in the form of contract, timesheet, ID's, proof of stipend and certificates on completion	The DED does not have control on under-reporting by CoJ Core	Head count / Worn body with supporting evidence	Quarterly	Existing indicator	300	SEF D/Director: Skills Unit

²² SMMEs supported by the City to procure products, goods / services i.e. either by government (City and other government departments) or private sector.

²³ SMMEs supported to access funding either from government (City and other government departments) or private sector.

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	and other Departments and Municipal Entities ²⁴ .	apprenticeships, learnerships, structured educational programmes and any other intervention.	job market opportunities as per the Annual Skills Plan.	collect and report data to DED.		Departments and Municipal Owned Entities and their contractors (a City- Wide Training and Development forum as been convened by the Office of the COO to address these matters)					
5	Number of Trade and Investment events in partnership with stakeholders.	The indicator is measuring the number of events hosted by the T&I that results in attraction of investments or partnership commitments for Economic Development projects in the City	The indicator is very important as it measures T&I's efforts to contribute to the City's investment pipeline	Number of events that have resulted in signed Investment facilitation forms or commitments	The indicator is calculated by adding the number of T&I events that have resulted in investment attraction or commitments	None	The Information submitted is cumulative.	The indicator is reported on annually at the institution, but data collected per quarter is submitted to HOD: DED	New indicator	Performance that is higher is desirable	Trade and Investment Unit: DED
6	Number of Catalytic Enterprise Support Infrastructure Projects packaged for Implementation in subsequent FY	The indicator measures total number of high-impact projects successfully initiated to stimulate economic growth, investment, and development within the city.	Drives Economic Growth – Tracks initiatives that stimulate job creation, investment, and business expansion. Measures Strategic Impact – Assesses the department's effectiveness in implementing	Project Implementation Reports – Official reports tracking project initiation, milestones, and completion. Departmental Records & Databases – Internal databases documenting	Define Criteria for catalytic projects and identify eligible projects.	Project Definition Variability – Different interpretations of what qualifies as a "catalytic project." External Influences – Economic conditions, political	It is a quantitative, absolute measure that tracks the total number of catalytic projects initiated and implemented within a defined period.	Annually	New Indicator	Annual Target Achievement – A set number of catalytic projects initiated and implemented within a financial year.	IREC

²⁴ Skills training programme or initiative can either be technical, artisanal, apprenticeships, learnerships, structured educational programmes and any other intervention through other CoJ skills development initiatives.

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
			transformative projects that align with city development goals.	approved and executed projects. Budget & Financial Reports – Funding allocations and expenditures related to catalytic projects. Stakeholder Engagement Reports – Internal and external stakeholders		factors, and stakeholder involvement can impact project rollout and distort trends in the KPI					
7	Rand value of leveraged funding used for capital projects in targeted areas.	The indicator is measuring the total value of funding leveraged and facilitated by the City for projects in targeted areas.	The indicator is very important as it measures the performance of the City in leveraging public and private partnerships. This is also a very important indicator for economic growth	Signed funding pledge from Private and public sector or Grant Letter	The indicator is calculated by adding all the total signed pledges facilitated and report on the total figure as the funding facilitated		The Information submitted is cumulative.	The indicator is reported on annually at the institution, but data collected per quarter is submitted to HOD: DED	Yes	Performance that is higher is desirable	Economic Development Facilitation Unit: DED
8	Number of Digital Marketplace Platform Opportunities Facilitated for SMMEs	This indicator measures the total number of verified opportunities facilitated by the Department for Small, Medium and Micro Enterprises (SMMEs) to access and participate in digital marketplace platforms within the reporting period.	The indicator measures the number of SMMEs accessing and participating in digital marketplace platforms	Data is collected from DED Directorates which includes: Signed partnership agreements or MOUs with digital platforms	Number of SMMEs who have received access and participate in digital marketplace platforms	None	The Information submitted is cumulative.	Quarterly	Yes	Performance that is higher is desirable	EDF Unit: DED
9	Number of informal trading smart card	This entails the regulation of the informal trading sector by ensuring that the informal traders have permits	Execution of Informal Trading Policy deliverables.	Various Key Stakeholders play a vital role	Number of the traders who	DED does not have control in other	The Information submitted is cumulative.	Quarterly	New Indicator	1,500 permits printed and issued.	SEF

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	permits printed and issued to the City informal traders.	to operate their informal businesses as directed in the Informal Trading Policy.		in ensuring delivery of DED mandate on Informal Trade regulations. These includes but not limited to the following stakeholders: Traders, Traders Association, Block leaders, Street leaders, JMPD, Environmental Health, JPC, GICT, JRA, JDA, Pikitup.	received the permits.	compliance documents such as Certificate of Acceptability, Fire Certificate, Second-Hand Goods Certificate					
10	Number of Spaza Shops Registered	This entails the registration of spaza shops, including the issuing of permits to spaza shop owners.	Regularisation, support and growth of the spaza shop sector.	Number of spaza shop applications received	Evidence in the form of spaza shop applications received		The Information submitted is cumulative.	Quarterly	New indicator	Issuing of spaza shop permits.	EDF
11	% Completion of Annual Economic Review	Gives details of major economic development initiatives in the City. This include but is not limited to demographics, household infrastructure, labour, environment, social and economic transformation initiatives within the City.	Accurate and up-to-date economic publications is critical in providing direction for economic development strategies. In order to know what must be done, it is essential to understand the nature, composition and performance of the local economy.	There is a wealth of economic statistics and information collected, modelled and cleaned by the IHS regional explorer covering CoJ and its administrative regions	N/A	Often data exists in discrete, isolated parcels customised to serving a specific purpose at a given time. Data used in this publication contains estimates. There is a need for the City departments to report on	The Information submitted is non-cumulative.	Annually	No	Published and distributed at the end of FY	EDPP

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
						administrative data they collect on quarterly basis and further organize, built-up and continually expand extensive historical data set and information.					
12	The number of projects implemented in line with Regional Economic Development Plans for Region A&E	The indicator measures the facilitation of regional economic plans as outlined in the Regional Economic Development Implementation Plans of Regions A&E	To revive the economic nodes, support anchor industries and economic infrastructure	Spatial Development Framework (2025)		Some projects will have dependencies from other departments/ agencies therefore, a proper collaborative planning and resource alignment need to be maintained.		Annually	No	Revitalisation of economic nodes, attraction of investment, employment creation and sectoral support	IREd
13	Number of Township Economy revitalisation programmes/ projects facilitate	The indicator measures the facilitation of regional economic plans as outlined in the Regional Economic Development Implementation Plans of Regions A&E	To revive the economic nodes, support anchor industries and economic infrastructure	Baseline 2024/25 Economic Regional Economic Development Plans for Region A &E(2024/2025) Spatial Development Framework (2025)	Defined short and medium term implementable projects that have high yield in creating employment and improving economic infrastructure as per the Regional Economic Development Plans (2024/2025)	Some projects will have dependencies from other departments/ agencies therefore, a proper collaborative planning and resource alignment need to be maintained.	Capex system Annual Demand Plan	Annually	No	Revitalisation of economic nodes, attraction of investment, employment creation and sectoral support	IREd

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
14	Percentage implementation of the strategic risk management action plan findings resolved	The indicator monitor the implementation of the management action plans in response to the findings on strategic.	To improve business process to deliver on Key Performance indicators	The data is collected from DED directorates	The indicator is measuring the progress made in the implementation of mitigation or management plans	The data is submitted by directorates	The Information submitted is non-cumulative.	The indicator is reported on quarterly	No	Continuous	SMS
15	Percentage predetermined objectives target achieved	The monitor the achievement of the predetermine objectives	To determine the progress made per quarter in terms of KPI implementation	The data is collected from DED directorates	The indicator is measuring the progress made in the implementation of the Key Performance Indicator	The data is submitted by directorates	The Information submitted is cumulative.	The indicator is reported on quarterly and annually	No	Improvement KPI	SMS

9.11 Gate Keeping KPI Technical definition

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	Percentage implementation of the strategic risk management action plan findings resolved	The indicator monitor the implementation of the management action plans in response to the findings on strategic.	To improve business process to deliver on Key Performance indicators	The data is collected from DED directorates	The indicator is measuring the progress made in the implementation of mitigation or management plans	The data is submitted by directorates	The Information submitted is non-cumulative.	The indicator is reported on quarterly	No	Continuous	SMS

9.12 C88 LED Output Technical Indicator Description

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
1	Number of work opportunities created by the municipality through Public	Simple count of the number of short-term work opportunities provided through the municipality by Public Employment Programmes such as	Work opportunities created through state funded infrastructure programmes are an	COJ Core Departments and Municipal Owned Entities collect	Number of work opportunities provided by the municipality through	The Department of Economic Development	The Information submitted is cumulative.	Quarterly	Exiting indicator	12,500	SEF

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	Employment Programmes (incl. EPWP, CWP and other related employment programmes)	Expanded Public Works Programme, Community Works Programme and other related infrastructure initiatives. EPWP is a nationwide programme covering all spheres of government and SOEs. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The CWP was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. The indicator tracks the number of unique work opportunities generated within the quarter, regardless of the duration.	important means of poverty alleviation delivered by municipalities and state actors. The indicator tracks the contribution of Public Employment Programmes to work opportunities as a means of growing inclusive local economies.	and report data to the Department of Economic Development.	the Expanded Public Works Programme + (2) the Number of work opportunities provided through the Community Works Programme and other related infrastructure initiatives. and Municipal Owned Entities	does not have control on under-reporting by CoJ Core Departments and Municipal Owned Entities					
2	Number of individuals connected to apprenticeships, learnerships and structured educational programmes through municipal interventions	The number of Individuals connected to apprenticeships and learnerships through municipal interventions. Municipal interventions refer to any project, programme or initiative intended to facilitate or implement change among the target population. Apprenticeships and learnerships, in this instance, refer specifically to structured learning processes for gaining theoretical knowledge and practical skills in the workplace leading to a qualification recognised in terms of the National	Apprenticeships and learnerships are key skills development opportunities that provide prospective employees with a foot on the ladder to employment while building their competencies. By tracking the number of individuals assisted by the municipality to secure these learning and development opportunities, this indicator provides a leading measure of the municipal contribution to developing the skills for an inclusive local economy.	COJ Core Departments and Municipal Owned Entities (including their contractors) collect and report data to the Department of Economic Development.	Cumulative indicator, i.e. the reported figure in a given quarter should be a year-to-date figure for the financial year. Calculation should be taken to avoid double-counting opportunities that may have been active across multiple quarters.	The Department of Economic Development does not have control on under-reporting by CoJ Core Departments and Municipal Owned Entities and their contractors (a City- Wide Training and Development forum as been convened by the Office of the COO to address these matters)	Simple count of the number of individuals enrolled in apprenticeships and learnerships through municipal interventions	Annually	Existing indicator	300	SEF

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
3	Average time taken to finalise business license applications	The indicator measures the average number of working days a business owner can expected to wait from the date of submission of a complete business licence application to the date of outcome of licensing decision from the municipality. Business license applications refer to those businesses applying in terms of the Businesses Act of 1991. A 'complete application' refers to the point at which all of the required administrative information has been supplied, allowing the municipality to proceed with the processing. A 'finalised' application refers to an application where the municipality has taken a decision to approve or deny the application. An application is consider finalised at the point of the decision, regardless of the time between the decision and the communication of the application outcome.	Processing business applications is a basic function of local government, and one that, if not done efficiently, can delay or even dissuade business operators from undertaking economic activities in the municipality. The time taken to process business licence applications gives an indication of processing efficiency as it relates to creating enabling conditions for doing business.	COJ Core Departments and Municipal Owned Entities (including their contractors) collect and report data to the Department of Economic Development.	Cumulative for the year to date. Only refers to business license applications for which a decision has been taken. License applications in process are excluded from the denominator of the calculation.	The Department of Economic Development does not have control on under-reporting by CoJ Core Departments and Municipal Owned Entities	Cumulative for Number of Days to finalised business license application	Quarterly	No	Optimal Performance	SEF
4	Sum of the total working days per business application finalized. ²⁵	Number of working days from date of submission of a complete application to the date of deciding on the outcome of the application, for all business licence applications finalised in the financial year to date. Business license applications refer to those businesses registering in terms of the Businesses Act of 1991. A 'complete application' refers to the point at which all of the required administrative information has been supplied, allowing the municipality to proceed with the processing. A 'finalised' application refers to an application where the municipality has taken a decision to approve or deny the application. An application is consider finalised at the point of the decision, regardless of the time between the decision and the	Processing business applications is a basic function of local government, and one that, if not done efficiently, can delay or even dissuade business operators from undertaking economic activities in the municipality. The time taken to process business licence applications gives an indication of processing efficiency as it relates to creating enabling conditions for doing business.	COJ Core Departments and Municipal Owned Entities (including their contractors) collect and report data to the Department of Economic Development.	Cumulative for the year to date	The Department of Economic Development does not have control on under-reporting by CoJ Core Departments and Municipal Owned Entities	Cumulative for Number of Days to finalised business license application	Quarterly	No	Optimal Performance	EDF

²⁵ It is possible that the processing period for some applications spans one or more quarters, in which case the receipt of an application and the conclusion of the process would fall in different quarters or financial years. The data element only applies to applications finalised within the current reporting period, regardless of the submission date of the complete application.

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
		communication of the application outcome.									
5	Number of business applications finalized.	Number of business licence applications finalised in terms of the Businesses Act of 1991. A 'finalised' application refers to an application where the municipality has taken a decision to approve or deny the application. An application is considered finalised at the point of the decision, regardless of the time between the decision and the communication of the application outcome. The data element measures the number of finalised applications for the financial year to date.	Processing business applications is a basic function of local government, and one that, if not done efficiently, can delay or even dissuade business operators from undertaking economic activities in the municipality. The time taken to process business licence applications gives an indication of processing efficiency as it relates to creating enabling conditions for doing business.	COJ Core Departments and Municipal Owned Entities (including their contractors) collect and report data to the Department of Economic Development.	Cumulative for the year to date	The Department of Economic Development does not have control on under-reporting by CoJ Core Departments and Municipal Owned Entities	Application finalised	Quarterly	No	Optimal Performance	EDF
6	Average time taken to finalise informal trading permits	The indicator measures the average amount of time (taken in days) to finalise informal trading permits within a municipality from the point of complete application to the point of adjudication. An informal trading permit is a permission provided by the municipality to small scale businesses with limited trading intentions to operate under certain conditions, usually in terms of a by-law, policy or plan governing informal trading in the municipality.	Processing business applications is a basic function of local government, and one that, if not done efficiently, can delay or even dissuade business operators from undertaking economic activities in the municipality. The time taken to process informal trading permits gives an indication of processing efficiency as it relates to creating enabling conditions for doing business. Making it easy for informal traders to obtain permits as a step towards formalisation is one means of enabling and facilitating business within the municipality.	Economic Development Department Compliant Application forms submitted	Sum of the number of days from the time of complete application for each informal trading permit to the time of adjudication/ (2) Number of completed informal trading permit applications finalised	Incomplete application forms without the necessary compliant document which is beyond the department.	Cumulative for Number of time to finalised informal trading permit application	Quarterly	No	Performance that is higher is desirable	SEF
7	Sum of the number of days from the time of application for each informal trading permit	The sum of the number of days from the time of application for each informal trading permit to the time of adjudication. An informal trading	The total number of completed informal trading permit applications that have	Economic Development Department Compliant	Cumulative for the period	Incomplete application forms without the necessary	Cumulative for Number of Days to finalised	The Information submitted is cumulative.	Quarterly	No	Performance that is higher is desirable

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
	to the time of adjudication	permit refers to a permit issued in relation to by-law, policy or plan governing informal trading in the municipality, usually in relation to a designated locality.	been finalised. An informal trading permit refers to a permit issued in relation to by-law, policy or plan governing informal trading in the municipality, usually in relation to a designated locality.	Application forms submitted		compliant document which is beyond the department	informal trading permit application.				
8	Number of completed informal trading permit applications finalised	The application forms completed, which meet the necessary requirements to qualify for a permit. The requirements includes proof of residents, proof of payment of municipal rental, valid ID copy, valid passport, valid asylum and other related documentations legislative frameworks, policies, deemed relevant to qualify for informal trading permit.	The total number of completed informal trading permit applications that have been finalised. An informal trading permit refers to a permit issued in relation to by-law, policy or plan governing informal trading in the municipality, usually in relation to a designated locality.	Department of Economic Development Compliant Application forms submitted with relevant documentations.	Cumulative for the year to date		The Information submitted is cumulative.	The Information submitted is cumulative.	Quarterly	No	Performance that is higher is desirable

9.13 2026/27 Circular 88 Compliance Indicator Technical Description

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
1	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders)	The number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders, within the municipal area. Digitisation support programme can include digital infrastructure provision, digital platforms, digital financial services, digital entrepreneurship support and digital skills development. SMME stands for small, medium and micro-enterprises. These businesses range from formally registered,	This indicator monitors the number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders.	Data is collected from COJ Core Departments and Municipal Owned Entities	Simple count of the number of SMMEs and informal businesses registered for municipal digitisation support programmes within the municipal area	Non submission of evidence to support the listing by other Departments and Municipal Owned Entities	The Information submitted is cumulative.	Quarterly	No	Performance that is higher is desirable	SEF

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
		informal and non-VAT registered organisations. Small to medium-sized businesses typically employ over a hundred people and are comparable to the small- and medium-sized enterprises (SME) segment found in developed countries. Micro-enterprises, on the other hand, typically encompass survivalist self-employed persons from the poorest layers of the population. This measures any business who has registered with the municipality to benefit from support for digitisation.									
2	Number of new business license applications	The number of new business license applications received by the municipality. Business license applications may be required by the municipality as it relates to food provision and other industries. This measures only the 'new' business license applications received by the municipality. By applying for a license as a 'new' business, the indicator measures new formal economic ventures pursued within the municipality. The indicator measures only those 'new' license applications and does not track renewals.	This indicator monitors the number of new business applications received by the municipality.	Data is collected from COJ Core Departments and Municipal Owned Entities	Simple count of the number of business license application received and issued	Delayed or non-submission of evidence to support the listing by other Departments and Municipal Owned Entities	The Information submitted is cumulative.	Quarterly	No	Performance that is higher is desirable	EDF
3	Number of business licenses renewed	The number of business licenses renewed within the municipal area. Business licenses are permits issued by the municipality that allow individuals or companies to conduct business within the municipal area. It is the authorization to operate a business issued by the local government, in line with local by-laws and provisions.	This indicator monitors the extent to which business licenses are renewed within a municipal area.	Data is collected from COJ Core Departments and Municipal Owned Entities	Simple count of the number of business licenses renewed within the City of Johannesburg	Delayed or non-submission of evidence to support the listing by other Departments and Municipal Owned Entities	The Information submitted is cumulative.	Quarterly	No	Performance that is higher is desirable	EDF
4	Number of business registered with the South Africa Revenue Services within the municipal area	The number of businesses registered within the municipal area with SARS in terms of having submitted IT77 forms. This will include all businesses	This indicator monitors the number of formal businesses registered with the South African Revenue Service	Data is collected from National Treasury via SARS	(1) Simple count of the number of businesses registered to pay tax with SARS	-	The Information submitted is cumulative.	Annual	Yes	Increase number of business registered in the City of Johannesburg to	EDF

KPI No.	KPI	Short Definition	Purpose / Importance	Source / Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
		known to SARS with a physical address listed within the municipal area.	(SARS) within the municipal area. This is indicative of the scale of formal businesses operating within the municipality and paying taxes.							ignite business activities	

10 Financial Impact

10.1 Budget and Sources of Funding

Economic Development's budget for the 2026/27 financial year has taken into consideration several factors that include the dampened economic outlook pressure on government finances to fund a myriad of local government demands, the department's past financial performance and internal departmental efficiency ratios/levels. It is a considerate budget that has financial prudence principles at the core of its development.

Operational Expenditure

	2022/23	2023/24	2024/25	Current year 2025/26				
	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Adjusted Budget	Draft Budget	Draft Budget	Incr.
	R 000	R 000	R 000	2025/26 R 000	2025/26 R 000	2027/28 R 000	2028/29 R 000	%
EXCHANGE REVENUE								
Ref No								0.0%
Interest earned from Receivables								0.0%
Interest earned from Current and Non Current Assets								0.0%
Special rating levies								0.0%
Operational Revenue								0.0%
NON-EXCHANGE REVENUE								
Transfer and subsidies - Operational	-108,316	-122,271	-90,690	-63,347	-46,347	-5,361	-5,710	3.2%
Interest								0.0%
Fuel Levy								0.0%
Discontinued Operations								0.0%
DIRECT REVENUE	-108,316	-122,271	-90,690	-63,347	-46,347	-5,361	-5,710	3.2%
Internal Transfers								
Interest earned from Receivables - Inter-Company								0.0%
Operational Revenue - Inter-Company								0.0%
Transfer and subsidies - Operational Inter-Company								0.0%
Costing - Internal Revenue								0.0%
Total Internal Transfers								0.0%
TOTAL REVENUE excluding capital grants/contr.	-108,316	-122,271	-90,690	-63,347	-46,347	-5,361	-5,710	3.2%
EXPENDITURE by type								
Employee related costs	99,734	99,015	100,069	114,908	118,887	126,985	138,541	4.5%
Remuneration of councillors								0.0%
Bulk purchases - electricity								0.0%
Inventory consumed	538	555	436	546	561	564	600	3.1%
Debt impairment								0.0%
Depreciation and amortisation	17,565	16,886	16,886	17,663	17,663	18,263	19,449	3.2%
Interest								0.0%
Contracted services	8,426	8,700	6,830	7,958	7,888	7,927	8,440	3.2%
Transfers and subsidies	96,547	99,685	90,690	59,347	17,767			0.0%
Irrecoverable debts written off								0.0%
Operational costs	30,308	31,194	21,580	20,108	19,268	19,364	20,624	3.2%
Losses on disposal of Assets								0.0%
Other Losses								0.0%
DIRECT EXPENDITURE	253,118	256,035	236,491	220,530	182,034	173,103	187,654	4.1%
Internal Transfers								
Interest - Inter-Company								0.0%
Operational costs - Inter-Company				2,450	26,770	2,560	2,795	4.5%
Transfers and subsidies - Inter-Company								0.0%
Costing - Internal Expenditure				5,242	5,242	5,479	5,979	4.5%
Total Internal Transfers				7,692	32,012	8,039	8,774	4.5%
TOTAL EXPENDITURE	253,118	256,035	236,491	228,222	214,046	181,142	196,428	4.1%
OPERATING (SURPLUS) / DEFICIT	144,802	133,764	145,801	164,875	167,699	175,781	190,718	
Capital Transfers Recognised								
Transfers and subsidies - capital (monetary allocations)								0.0%
Transfers and subsidies - capital (in-kind)								0.0%
OPERATING (SURPLUS) / DEFICIT	144,802	133,764	145,801	164,875	167,699	175,781	190,718	4.2%
Income Tax								0.0%

10.2 Capital Expenditure

Details (CMIP/CLF)	Original Budget	Revised Budget
Capital Replacement Reserve Fund (CRR)	7 928 000	0

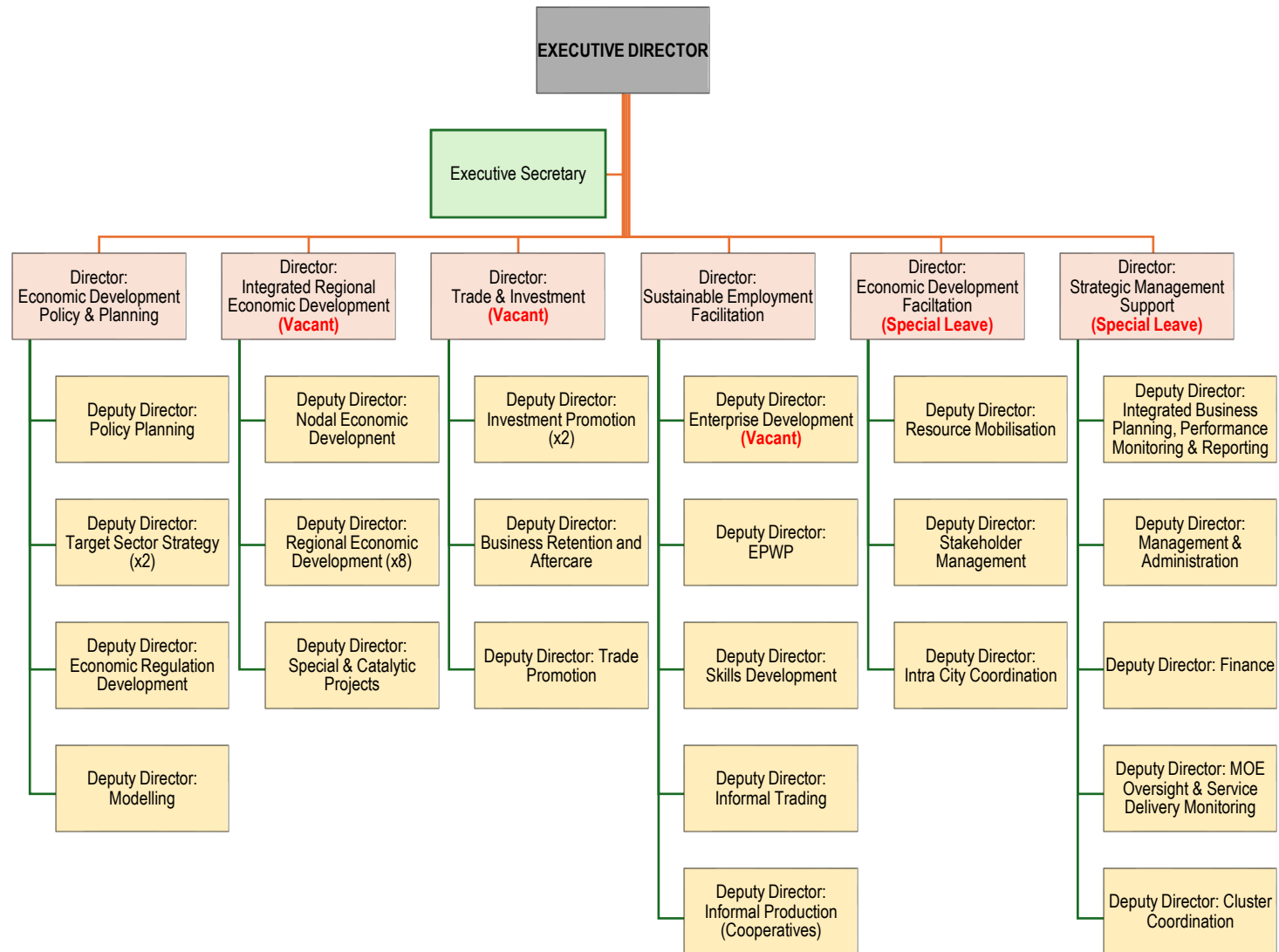
10.3 Capital Expenditure Breakdown

Department of Economic Development	Insert	Approved	Approved	Adjusted	Draft	Adjusted
	JSIP	3 yr MTB	Budget	Budget	Budget	Budget
Project Description (as per JSIP)	No.	Increase	2026/27	2026/27	2027/28	2027/28
Old vista incubation refurbishment	31259		1,750	0	5,000	5,000
Economic Development Initiatives	31260		6,178	0	1,476	1,476
Total: Council Approved MTB Capital Projects			7,928	0	5,904	5,904

11 Management and Organisational Structure

The department has one hundred and ninety (190) positions in its structure with ninety eight (98) filled positions.

11.1 Organisational Structure



11.2 Management Team

The management team of the Economic Development department consist of the senior officials designated into the following directorates:

1. Director: Economic Development Policy & Planning
2. Director: Integrated Regional Economic Development
3. Director: Trade & Investment Promotion
4. Director: Sustainable Employment Facilitation
5. Director: Economic Development Facilitation
6. Director: Strategic Management Support

11.3 Capacity Analysis

The Department is operating at 58,75% capacity with ninety eight (98) warm bodies. There are however unfilled senior professional positions in some directorates which impact on directorate value add and performance.

11.4 Employment Equity

Department of Economic Development has a total staff compliment of 98 employees. The racial make-up of the department is as follows:

Workforce Profile

CATEGORIES	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Group Head									
Executive Directors	1								1
Directors	1				2				5
Deputy Director	9				5				14
Assistant Directors	5				9			2	16
Professionals	15				17	1			33
Managers	6		1		6				13
Technicians									
Operator									
Semi-skilled staff	1				17				14
Other (Unskilled)									
TOTAL	38	0	1	0	56	1		2	98

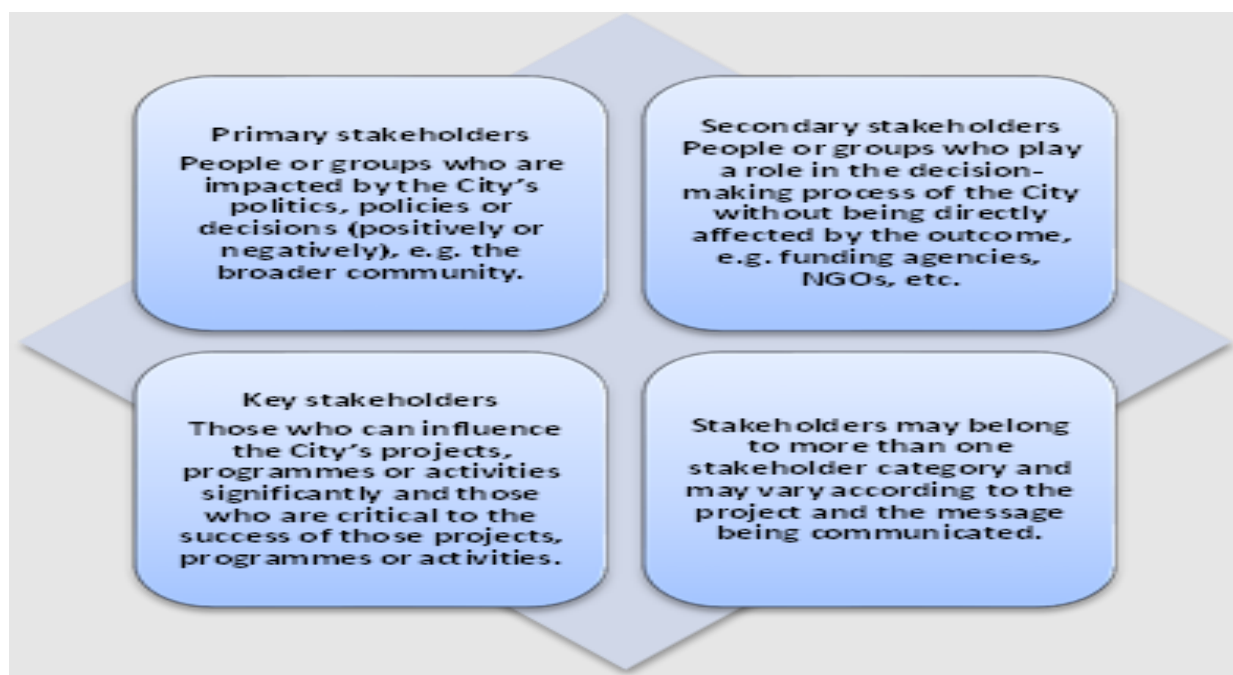
12 Communication and Stakeholder Management

12.1 Stakeholder matrix

The Local Government Municipal Systems Act, 2000 (Act 32 of 2000), in Chapter 4, emphasises community and stakeholder involvement in municipal governance. Section 16(1) specifically requires of the City to develop a culture of municipal governance that encourages and creates conditions for the local community to participate in the affairs of the municipality, i.e. the preparation, implementation and review of its IDP; the establishment, implementation and review of its performance management system; the monitoring and review of its performance; the preparation of the annual budget; and strategic decisions relating to the provision of municipal services.

As a City, our messages are being communicated to a large public audience as well as different categories of stakeholders by the Speaker of the Council, the Executive Mayor, members of the Mayoral Committee, the City Manager, and departments and municipal entities, among others. The aim of these engagements may vary depending on the objectives and intended outcomes of the person (or people) communicating the message. However, all engagements must satisfy or adhere to the City's vision, mission, and strategic objective, as well as the prescribed legislative and regulatory frameworks within which the City operates, e.g., the Constitution, Municipal Systems Act of 2000, the Promotion of Access to Information Act of 2000, the Intergovernmental Relations Framework of 2005, etc.

Figure 5: Matrix: Stakeholder categories.

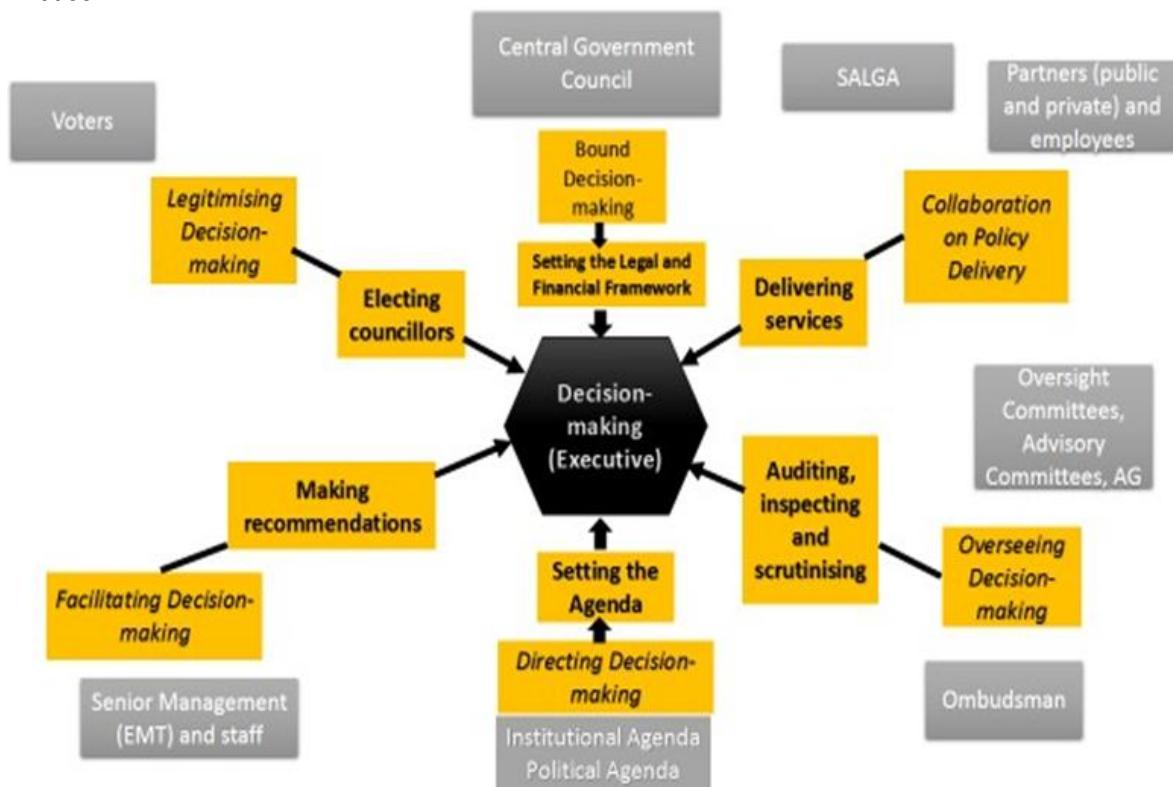


According to the Freeman model, a stakeholder can be defined as any group, organisation or individual who can affect or is affected by the achievement of the organisation's objectives or outputs²⁶. The nature of the relationship between the City and its stakeholders is bi-lateral.

²⁶ Freeman, R. E. (1984). Strategic Management: A Stakeholder Approach.

On the one hand, the City endeavours to deal with its stakeholders in fair and honest relationships through engaged stakeholder management; on the other hand, stakeholders hold the City accountable by participating in and influencing decision-making processes or by having a stake in the City's programmes and their outcomes, as can be seen from the figure below.

Entities



12.2 Institution of the Higher Learning

Stakeholder	Objective	Power/ Influence	Interest	Mode of communication	Frequency	Responsible person
Department of Trade and Industry (DTI)	Business Standards National Coordination Investment related information Access to potential investors	High	High	Emails Meeting with relevant DTI colleagues	Quarterly	ASD/DD Investment Promotion
	To align Trade Promotion and Investment promotion activities and business support programs	High	High	Meetings Emails	Quarterly	ASD/DD Investment Promotion
Invest South Africa	Access to potential investors Information sharing	High	High	Email Meeting	Quarterly	ASD/DD – Investment Promotion and Trade Promotion
	To align Investment promotion activities, programs, plans	High	High	Meetings Emails Workshops	Monthly	ASD/DD - Investment Promotion and Trade Promotion
National Treasury (NT)	Business Standards Coordination	High	High	Emails Meetings	Quarterly	Trade and Investment Director
	Project finance	High	High	Emails Meetings	Quarterly	Trade and Investment Director
South African Reserve Bank (SARB)	Maintain knowledge base on economic and financial developments	High	High	SARB Web-based publications and attendance of SARB presentations	Quarterly	Chief Economist
Statistics South Africa (Stats SA)	Maintain knowledge base on economic developments	Medium	High	Official publications and presentations from the StatsSA website, and liaison with statisticians via email and telephone	Quarterly and Ad hoc	Chief Economist and Deputy Director Modelling and Economics
	Information gathering	High	High	Online	Annually	Trade and Investment Director
Gauteng Department of Economic Development	Intergovernmental relations	Moderate	High	Formal meetings	On invitation	Operations Manager: Product Support/Deputy Director: Marketing
	Maintaining Intergovernmental relations and project alignment.	High	High	Meetings and emails	Monthly	Director: EDF
	Partnership	High	High	Emails Meetings	Annually	Trade and Investment Director
	GGDA Access to incoming delegations Information exchange	High	High	Emails Meetings	Quarterly	ASD/DD – Investment Promotion and Trade Promotion
University of Johannesburg	Commissioned to conduct training of 100 artisans for 3 months to obtain N2 certificate	High	High	Emails, Meetings, Project Steering Committee	Every 2 nd week or as required	Deputy Director
University of Pretoria	Draw on economic expertise	Medium	High	Email, telephonic and face to face meetings	Ad hoc	Chief Economist and Deputy Director Modelling and Economics
University of Stellenbosch	Draw on economic forecasting expertise	High	High	Web-based publications, email, telephonic communication and meetings with BER staff.	Ad hoc	Chief Economist and Deputy Director Modelling and Economics
WITS University	Tap into WITS applied research capacity	Medium	Medium	Web-based publications, email, telephonic communication and meetings	Ad hoc	Chief Economist
	Development of a city wide opportunity seekers database	High	High	Emails, Meetings, Project Steering Committee	Every 2 nd week or as required	Deputy Director

A. Provincial and National State Entities

Stakeholder	Objective	Power/ Influence	Interest	Mode of communication	Frequency	Responsible person
Centre for Development and Enterprise	Connect with Corporate sector aligned socio-economic research thinking	Medium	High	Web-based publications, email, telephonic communication and workshop attendance	Ad hoc	Chief Economist
Trade and Industry Policy Studies (TIPS)	Draw on applied trade and industry research expertise	Medium	High	Web-based publications, Email, telephonic discussion and face to face meetings	Ad hoc	Chief Economist
Johannesburg Business Forum	To improve stakeholder engagement with business sector.	Moderate	Moderate	Emails Johannesburg Business Forum	Quarterly	Director: EDF
Business Leadership South Africa	To improve stakeholder engagements. Participate in inward delegation missions	Moderate	Moderate	Emails Meetings Workshops Seminars	Quarterly	ASD/DD/D: Trade & Investment
World Bank	To improve stakeholder engagements. World Bank is assisting COJ with improving global ranking on 3 Business standards (Getting Electricity, Construction Permits and Registering property)	High	High	Emails Meetings Workshops Seminars	Quarterly	ASD/DD/D: Trade & Investment
Embassies and consulates	Information on potential investors from overseas	High	High	Targeted meetings	Yearly meeting plus emails if needed	Director: Trade & Investment
	To improve stakeholder engagements. Participate in inward delegation missions	Moderate	Moderate	Emails Meetings Workshops Seminars	Quarterly	ASD/DD/D: Trade & Investment
SETAs - MerSETA	Secure financial and non-financial support	Low	High	Meetings and emails	Quarterly	Director: EDF

Private Sector Institution

Stakeholder	Objective	Power/ Influence	Interest	Mode of communication	Frequency	Responsible person
Chambers of Commerce and Industry	Information on potential investors	High	High	Targeted meetings	Yearly meeting plus email if needed	Director: Trade & Investment
Gauteng Tour Operators Association	To Collaboration	Moderate	High	Formal meetings	Ad/hoc	Manager: Destination Marketing/Operations Manager: Product Support
Automobile Association	Secure financial and non-financial support	Low	High	Meetings and emails	Quarterly	Director: EDF
AIDC	Secure financial and non-financial support	Low	High	Meetings and emails	Quarterly	Director: EDF
NAAMSA	Secure financial and non-financial support	Low	High	Meetings and emails	Quarterly	Director: EDF
IITPSA	Secure financial and non-financial support	Moderate	High	Meetings and emails	Monthly	Director: EDF
SAIA	Secure financial and non-financial support	Low	High	Meetings and emails	Monthly	Director: EDF
SAMBRA	Secure financial and non-financial support	Low	High	Meetings and emails	Quarterly	Director/Deputy Directors
SATEC	Secure financial and non-financial support	Low	High	Meetings and emails	Quarterly	Director/Deputy Directors
Eskom	Providing services to investors	Moderate	Moderate	Emails and meetings	On demand	Director: Trade & Investment

B. Municipalities

Stakeholder	Objective	Power/ Influence	Interest	Mode of communication	Frequency	Responsible person
Other Municipalities in Gauteng (i.e. Tshwane Metro, Ekurhuleni Metro, Mogale City and Midvaal) when Reviewing Regional Economic Development Plans	To align the plans and initiatives with bordering municipalities	Low	Moderate	Emails, meetings	As and when necessary/required	DD's: Regional Economic Development (IRED)
Other City's Departments and Entities (i.e. Development Planning Department, JDA, Transport Department, CRUM-Regional Offices) when Reviewing Regional Economic Development Plans	To align the plans with other City's plans and programmes	High	High	Emails, Meetings, Project Steering Committee	As and when necessary	DD's: Regional Economic Development (IRED)
Regional Business Associations (BA) * Kya Sands BA * Lenasia BA * Orlando West Industrial Park BA	Partner with them for the successful implementation of the PEZ Framework	Moderate	High	Emails Meetings	As and when necessary	Deputy Director: Nodal Economic Development (IRED)
Other CoJ Departments especially on implementation the PEZ Framework	Foster collaboration and cooperation for the successful implementation of the PEZ Framework	High	High	Meetings Emails Reports	As and when necessary	Deputy Director: Nodal Economic Development (IRED)

City department and Entities

Stakeholder	Objective	Power/ Influence	Interest	Mode of communication	Frequency	Responsible person
JDA and JPC	Operationalisation of Auto Hub	High	High	Meetings and emails	Monthly	Director: EDF
Joburg Market	Management and operation of a market facility through the provision of SMART market facilities and complementary services to the fresh produce industry.	DED MoE – Implementation of the Economic Development Strategy.	Fresh Produce	Performance Reports MMC- Chairpersons Quarterly Performance Review Meetings	Quarterly	Toni Yesi and Mr. Mabaso - Joburg Market
City Power	Services to investors Business Standards	High	High	Meetings and emails	On demand	Director: Trade & Investment
Joburg Water	Services to investors Business Standards	High	High	Meetings and emails	On demand	Director: Trade & Investment
CoJ Development Planning	Services to investors Business Standard	High	High	Meetings and emails	On demand	Director: Trade & Investment
Johannesburg Property Company (JPC)	Property Management - Property Development - Outdoor Advertising - Facilities Management - Informal Trading Lease Agreements - Remarketing of informal trading areas	DED MoE	Property Management	Performance Reports MMC- Chairpersons Quarterly Performance Review Meetings	Quarterly	Zanele Mamba – JPC Director: SEF
Other CoJ Departments especially on implementation of EPWP and SMME support	To ensure timeous reporting and compliance	High	High	Reports Emails Meetings	Weekly / monthly	Director: SEF
Informal Traders & Spaza Shops	Formalisation of informal traders and spaza shops	Moderate	High	Emails Meetings Workshops Seminars	As and when necessary	Director: SEF & EDF

13 Audit Resolution

The Department had no audit findings from Auditor General South Africa (AGSA) and non from the Internal Group Audit.