



**GAUTENG ENTERPRISE
PROPELLER**

**ANNUAL PERFORMANCE PLAN
2025/2026**



Published by the Gauteng Enterprise Propeller

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The Annual Performance Plan for the Gauteng Enterprise Propeller is available on:

www.gep.co.za

EXECUTIVE AUTHORITY STATEMENT

The Gauteng Enterprise Propeller (GEP) Annual Performance Plan for the 2025/26 planning period, is presented in terms of the Public Finance Management Act, 1999 (Act 1 of 1999 as amended by Act 29 of 1999) and in terms of the Revised Framework for Strategic Plans and Annual Performance Plans (DPME, 2019).

This five-year Strategic Plan, in support of the National Development Plan (NDP), Gauteng Medium-Term Development Plan (GMTDP), Gauteng Township Economic Development Act (TEDA), Township Informal Settlements Hostels (TISH) and under the strategic theme of the 7th Administration of the Gauteng Provincial Government: “Growing Gauteng Together – our Roadmap to 2030” (GGT2030), reflects GEP’s contribution to building “a *Gauteng City Region that is seamlessly integrated, economically inclusive, socially cohesive, smart, environmentally sustainable, innovation-driven and globally competitive*”. As a priority of GGT2030, the 7th Administration advocates for the acceleration of government interventions to ensure the realisation of economic growth, deepening integration for small enterprise support interventions and scaling up the productivity of these enterprises with the aim of resuscitating the ailing economy. The Gauteng provincial government has learned from the past that policies without purposeful action are unlikely to yield the desired impact when it comes to economic development initiatives that create decent employment and improve the plight of unemployed citizens (particularly the youth).

The Gauteng Province has good policies in place, such as the Gauteng Township Economic Development Act (TEDA), set asides for township businesses, women, youth and those owned by people with disabilities. These ensures that Small, Medium and Micro Enterprises (SMMEs) are adequately supported with productive capacity to ease their access to opportunities at their disposal. The GEP, as an implementing Agency of the Gauteng Department of Economic Development, has a critical role to play in terms of taking meaningful action to address challenges, such as the low level of economic participation, low productive capacities, the general lack of off-take agreement enforcement, and dedicated funding to ensure small businesses become engines of growth that are capacitated to disrupt the dominance of monopolies in key economic sectors.

In support of the Gauteng Medium-Term Development Plan (GMTDP) 2025-2030, Gauteng’s plan of action – GGT2030, Gauteng Township Economic Development Act (TEDA), Township Informal Settlements Hostels (TISH), and the various launched Funds to support the Township, the GEP will focus on development and empowerment of SMMEs, with a particular focus on those located in TISH areas. This will be done through the provision of needs based financial and non-financial support to SMMEs. Central to these interventions is the mobilisation of the private sector, academia, civil society and development finance institutions (DFIs) to ensure that we grow the Gauteng economy together. The second priority area for GEP is the enhancement of revenue collection. This priority is anchored around ensuring increased own revenue generation objective through modernization of processes to increase efficiency, cost effectiveness, client satisfaction and eliminate loopholes in terms of collection mechanisms. The third aspect which is a critical aspect of the 7th administration, is ensuring that good governance is maintained.

This planning period ushers in a new chapter for the Gauteng Enterprise Propeller, that will see this Entity leapfrogging to a high-growth trajectory.

Mr. Lebogang Maile (MEC)

Executive Authority

ACCOUNTING AUTHORITY STATEMENT

Despite the availability of meagre resources, the provision of support to mainly Township-based small enterprises, as espoused by the GEP Act, the Township Economic Development Act, the Township Informal Settlements Hostels and the Medium-Term Development Plan, remain a major priority of the 7th Administration. The dire economy will have many new small enterprises mushrooming in the province, burdening the entity with the increasing number of financial and non-financial support applications. Some of the businesses will be formed because of desperate attempts at economic survival by the unemployed and some will be viable businesses that should be prioritized for receipt of needed support. In response there is a poignant focus on Partnerships with entities of similar responsibilities, to expand the availability of enterprise development resources. This is doable on the back of existing Partnerships the entity established during the 6th Administration and the previous financial year. Through lessons learnt from the Township Economy Partnership fund, GEP is poised to utilize this model for future successful partnerships and achieve resource scalability, fulfilling the revenue enhancement priority of the 7th administration.

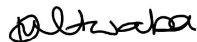
Through its retail support programme, the entity is ready to support registered qualifying spaza shops owned by residents in our townships, in response to the emerging problem of foreign-owned spaza shops. Existing products will be relied on whilst also partnering with national entities that also have products for the same cohort of township-based spaza shops. The outreach of the support will be extended, where applicable, to locally owned spaza shops based in Informal Settlements and Hostels as per the TISH priorities.

The undesired backlog of financial and non-financial support will exist due to meagre resources availed to the entity versus the larger than expected applications in an unstable economy. However, the entity will focus on improving its ICT systems, to address their reliability and turnaround times on received applications.

The financial sustainability of the entity remains paramount, hence concerted efforts will be undertaken to increase collection rate from due debts on the Loan book. The money should be used to reduce the existing backlog of financial and non-financial applications.

The Board continues to support Executive Management in the maintenance of the entity's sustainability, clean governance and operational improvement.

The GEP Board fully endorses this Annual Performance Plan for the period 2025/26, as the guiding document for the work and focus of the organisation for this planning period.



Ms Refilwe Letwaba

Chairperson of the Board

CHIEF EXECUTIVE OFFICER STATEMENT

The Gauteng Enterprise Propeller, is a Schedule 3C Provincial Entity established under the auspices of the Gauteng Department of Economic Development to ensure the development of

“A responsive and impactful propeller for sustainable SMMEs in the Gauteng Province”.

This vision has thus driven GEP’s continued commitment to propelling SMMEs and co-operatives from the periphery into mainstream economy, thus enhancing the role of small township enterprises in developing the key sectors of Gauteng’s formal economy. In delivering on its new mandate, the Gauteng Enterprise Propeller has set the following vision for the new five-year term that lies ahead:

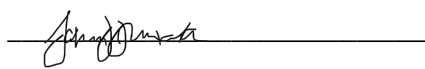
“Propelling entrepreneurs into sustainable enterprises that contribute meaningfully to inclusive economic growth and job creation.”

In line with the new GEP strategy, we are working hard to turn the Entity around, shift from a quantity-driven approach to a more sustainable, impact-driven organisation. The Reconfiguration project of GEP has assisted in strengthening the capacity of the Agency to focus on the high-growth path through reindustrialisation and partnerships with various partners. This approach will ensure that small businesses began to prosper, thrive and create decent employment. Given the limited resources at the Entity’s disposal, collaboration between GEP and key stakeholders, such as provincial government departments, the private sector and DFIs, will be critical for implementing this strategy and the realisation of greater impact in the Province’s economy. The Gauteng Medium-Term Development Plan (GMTDP) 2025-2030 and GGT2030 will serve as a springboard for GEP in realising and unleashing the full potential of SMMEs in the Province.

In supporting this strategy, GEP have identified these 5 key themes as important pillars:

- Enhanced Financial Sustainability through the continuous improvement of internal control system and Implementation of effective debt management and recovery strategies to ensure high collection rate.
- Effective Business Development support through continuous improvement of product offerings adapting them to changing SMME needs and environment.
- Strategic partnerships are at the heart of scaling GEP’s impact, the entity will continue to establish value adding partnerships with other government agencies and private entities to contribute to the revenue enhancement agenda and resource mobilization.
- Operational Efficiency and Effectiveness through the upgrading of IT systems to enhance efficiency and streamline operations and ensuring effective human resources planning and development

The Agency’s strategic focus for the period ahead will ensure GEP becomes more proactive and responsive to the need of SMMEs and cooperative enterprise.



Mr. Saki Zamxaka

Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this 2025/26 Annual Performance Plan:

- 1) Was developed by the management team of the Gauteng Enterprise Propeller, under the guidance of the Board.
- 2) Considers all the relevant policies, legislation and other mandates for which the Gauteng Enterprise Propeller is responsible.
- 3) Accurately reflects the Outputs and Targets which the Gauteng Enterprise Propeller will endeavour to achieve over the 2025/26 financial year.



Mr. Sello Manoto
Acting GM: Corporate Support and Administration

21/02/2025

Date



Mr. Imraan Khan
Chief Operational Officer

21/02/2025

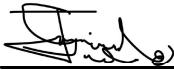
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Ms. Nosipho Khonkwane
Head official responsible for Planning

21/02/2025

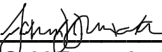
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Mr. Tinevimbo Gondo
Acting Chief Financial Officer

21/02/2025

Date

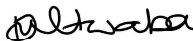


Mr. Saki Zamxaka
Chief Executive Officer

21/02/2025

Date

APPROVED BY:



Ms. Refilwe Letwaba
Chairperson of the Board

21/02/2025

Date

Mr. Mpho Nawa
Acting Head of Department

Date

Mr. Lebogang Maile (MEC)
Executive Authority

Date

ABBREVIATIONS AND ACRONYMS

4IR	4 th Industrial Revolution
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BER	Bureau for Economic Research
CBD	Central Business District
CIPC	Companies and Intellectual Property Commission
DDM	District Development Model
DFI	Development Finance Institution
DPME	Department of Planning, Monitoring and Evaluation
DTIC	Department of Trade Industry and Competition
ESG	Environmental, Social and Governance
FY	Financial Year
GCR	Gauteng City Region
GDED	Gauteng Department of Economic Development
GDP	Gross Domestic Product
GEM	Gauteng Entrepreneurship Model
GEP	Gauteng Enterprise Propeller
GFCF	Gross Fixed Capital Formation
GGT2030	Growing Gauteng Together, Roadmap to 2030
GIBUS	Gauteng Informal Business Upliftment Strategy
GIIMP	Gauteng Integrated Infrastructure Master Plan
GPG	Gauteng Provincial Government
GSDF	Gauteng Spatial Development Framework
ICT	Information and Communication Technology
IDFC	Ithala Development Finance Corporation Limited

IM	Investment Management
IMF	International Monetary Fund
MEC	Member of the Executive Council
MOOC	Massive Open Online Courses
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
MV	Military Veteran
NDP	National Development Plan
PFMA	Public Finance Management Act
PRASA	Passenger Rail Agency of South Africa
PwD (s)	People With Disability/ies
Q	Quarter
QLFS	Quarterly Labour Force Survey
R&D	Research and Development
SA	South Africa
SADC	South African Development Community
SARB	South African Reserve Bank
SARS	South African Revenue Services
SCM	Supply Chain Management
SEDA	Small Enterprise Development Agency
SEZ	Special Economic Zone
SMME	Small, Medium and Micro Enterprise
SOC	State-Owned Company
SOE	State-Owned Enterprise/Entity
SONA	State of the Nation Address
SOPA	State of the Province Address

TEDA	Gauteng Township Economic Development Act
TER	Township Economy Revitalisation
TMR	Transformation, Modernisation and Re-industrialisation
TVET	Technical and Vocational Education and Training
UN	United Nations
US/USA	United States of America
YES	Youth Employment Service

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PART A: OUR MANDATE

1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

There are the legislative and policy mandates outlined in the 2025-2030 Strategic Plan, summarised as follows:

- Constitution of South Africa Act (No. 108 of 1996)
- Gauteng Enterprise Propeller Act (No. 5 of 2005) (GEP Act)
- Gauteng Township Economic Development Act (No.2 of 2022)
- Companies Act, 2008 (No. 71 of 2008)
- Public Finance Management Act (No. 1 of 1999), as amended (PFMA)

Full suite of governance legislation, including, amongst others:

- King IV Code on Corporate Governance in SA (2016)
- Intergovernmental Relations Framework Act (No. 13 of 2005)
- Consumer Protection Act, 2008 (No. 68 of 2008)
- National Credit Act, 2005 (No. 34 of 2005)
- Protection of Personal Information Act, 2013 (No.4 of 2013)
- Preferential Procurement Policy Framework Act, 2000 (No. 5 of 2000)
- Broad-Based Black Economic Empowerment Act, 2003 (No. 53 of 2003) National Development Plan, Vision 2030 - Chapter 8
- Sustainable Development Goals - Goals 5, 8 and 9
- African Union 2063 - Aspirations 1, 6 and 7
- Gauteng Medium-term Development Plan (GMTDP 2025-2030) - Outcome 1
- Ten Pillars of Transformation, Modernisation and Reindustrialisation (TMR)
- Growing Gauteng Together 2030 (GGT2030) - Priority 1 and 5
- Other key Gauteng policies and strategies supporting GGT2030:
 - Township Economy Revitalisation Strategy
 - Township Economic Development Act
 - Tshepo 1 Million
 - Gauteng Entrepreneurship Model
 - Gauteng Spatial Development Framework (GSDF) 2030
 - The GCR Integrated Infrastructure Master Plan (GIIMP)
 - Gauteng City Region Economic Development Plan
 - Gauteng Informal Business Upliftment Strategy (GIBUS)
 - GCR Governance and Planning Roadmap
 - Townships, Hostels, and Informal Settlements Strategy (TISH)

1.1. THE SUPREME COURT OF APPEAL BBBEE RULING

As a result of the SCA ruling handed down in 2022, the Preferential Procurement Regulations, 2017, issued under section 5 of the Preferential Procurement Policy Framework Act (PPPFA), 2000, were invalidated.

In accordance with the regulations, pre-qualification criteria are stipulated before tenders can be evaluated on price, functionality, and other factors. Typically made example of a tenderer must meet a minimum broad-based black economic empowerment (B-BBEE) status level of contributor, as well as be a qualifying small business owned at least 51% by blacks.

As a result of the minister issuing the regulations in 2017, the court ruled that he was acting ultra vires (outside his powers). In an appeal to the SCA, AFRI Business enlisted the SA Property Owners Association (Sapoa) as an amicus curia (friends of the court) after the Pretoria High Court dismissed its application to have the regulations issued by then Finance Minister Pravin Gordhan reviewed and discarded.

GEP Like other Public Entities is impacted by Treasury moratorium on procurement because of the Ruling. It is envisaged that the Ruling will still impact the Agency in the 2025/2026 financial year.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

There are not yet updates to the 2025-2026 Strategic Plan and the Annual Performance Plan.

2.1. PRIORITIES OF THE 7TH ADMINISTRATION

The 2024 SONA of the 7th Administration emphasise priorities that mainly focus on stimulation of economic growth. Although the economy continues to create jobs to a limited extent, the high unemployment rate remains a challenge and the majority of South Africans are carrying the burden of high unemployment, high living costs and are unable to escape poverty.

Key priorities of SONA that also inform the focus of GEP's APP include:

- 1) Government of National unity will advance its work focusing on three overarching priority areas such as to drive inclusive growth and job creation, secondly, to reduce poverty and tackle the high cost of living and lastly, to build a capable, ethical and developmental state.
- 2) Fiscal and monetary policy measures will be introduced as a means to easing economic pressure on business and consumers.
- 3) State-owned entities (SOEs) will be repurposed to support growth and development, as part of the economic reform measures.
- 4) Positioning economy for future growth and adapting to a world shaped by climate change and a revolution in green technologies. This will also involve establishment of SEZ for green technologies and massive investments into electric vehicles.
- 5) Continue to pursue programmes that encourage broad-based black economic empowerment, employment equity and support to small- and medium-sized enterprises
- 6) Increased support to small- and medium-sized enterprises in townships and rural areas. Taking economic activities to where most of the people live so that more jobs can be created.
- 7) Building on the progress made in establishing the African Continental Free Trade Area, which will transform South Africa's economy and that of the continent by creating new jobs

and increasing economic participation. A focus in creating South African Exports into the African continent.

- 8) The expansion and institutionalization of programmes that improves participation of young people into the economy, these will be Presidential Employment Stimulus, the Expanded Public Works Programme and other initiatives under the Presidential Youth Employment Intervention.

The August 2024 Gauteng State of the Province Address (SOPA) set the tone of the delivery agenda of the 7th Administration of the Gauteng Provincial Government (GPG), highlighting the following interventions:

- 1) Inclusive economic growth and job creation: Government's immediate priority is to ensure that there is positive economy that encourage empowerment of SMMEs, with special focus on Township and rural based SMMEs as well as empowerment of SMMEs owned by women, youth and people with disabilities. This focus also includes continuous address of the youth unemployment crisis – through creating opportunities for employment, and self-employment.
- 2) Improved living conditions and enhanced health and well-being. Reducing the impact of poverty through social support and expanding access to services such as healthcare and education is vital to the achievement of a better quality of life for all South Africans.
- 3) Capable, ethical and developmental state: Fighting corruption. Government has already started taking decisive steps to expose and punish corrupt activities in both the public and private sectors, reform institutions to make them stronger and more transparent, and restore a professional and effective public service.

The Gauteng 7th Administration:

“Growing Gauteng Together: Our Roadmap to 2030” (GGT2030). GGT2030 reflects how the Gauteng City Region seeks to address the fundamental problems of inclusive growth and employment; poverty and hunger; education and healthcare; social justice and social cohesion; safety and security; gender equality and youth empowerment, urbanisation, and migration; climate justice and the impact of the 4th Industrial Revolution.

“Our number one goal is to create jobs” and the Province continue established social compacts with each of the following ten high-growth sectors:

- 1) Energy, with a focus on new technologies and a diverse energy mix;
- 2) Transportation and logistics;
- 3) ICT, media and digital services – the digital economy;
- 4) Tourism and hospitality;
- 5) Agri-food and agribusiness, focusing on value chains;
- 6) Construction and infrastructure;
- 7) Automotive, aerospace and defence;

- 8) Financial services; and
- 9) Cultural and creative industries.

2.2. GGT2030 – IMPLEMENTATION OF THE GCR VISION ALONG FIVE DEVELOPMENT CORRIDORS

GGT2030¹ defines the Vision of the Gauteng City Region (GCR) as:

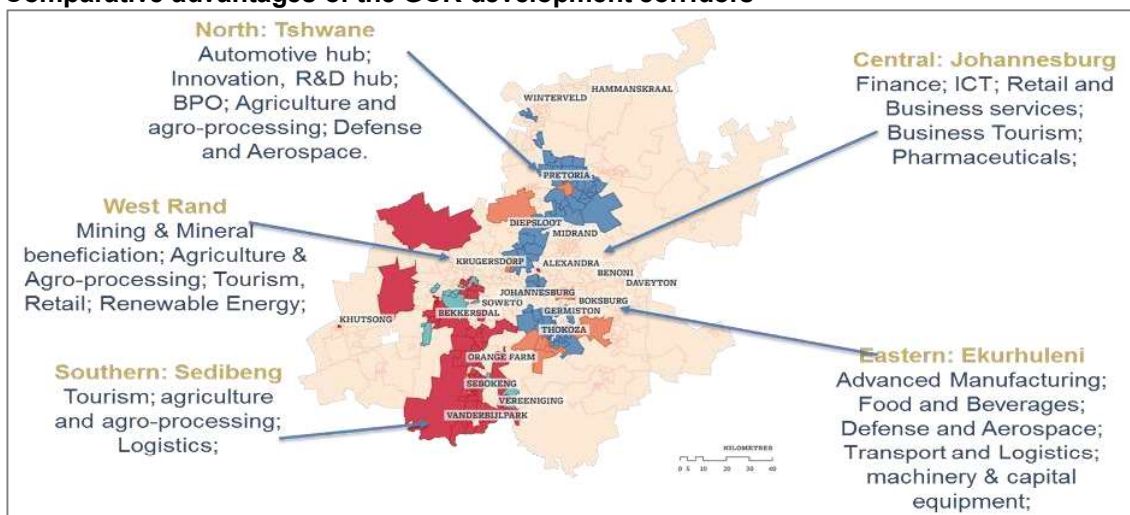
A smart, seamlessly integrated, socially cohesive, economically inclusive City Region at the cutting edge of new Africa’s industrialisation:

- with an innovation-driven, knowledge-based economy and sustainable industries – Africa’s hub of the fourth industrial revolution and especially artificial intelligence;
- an accountable, responsive, transparent and clean government and an active citizenry.

Through strategic public and private sector investment in five development corridors, Gauteng is building a globally competitive GCR, which is a multi-tier and mega Special Economic Zone. It is a catalyst for industrialisation of neighbouring provinces – Limpopo, North West, Mpumalanga and Free State through joint inter-provincial planning, investments initiatives and infrastructure delivery.

This Vision of the “Gauteng we want by 2030” will be implemented along five development corridors that have distinct industries and different comparative advantages:

Comparative advantages of the GCR development corridors



¹ Growing Gauteng Together 2030,

There will be continued significant investment in each of these corridors, mainly on economic and social infrastructure. Driven by integrated planning characterised by collaborations and leveraging, GEP's role is to tap into the investment opportunities and provide the necessary financial and development support to small enterprises to be able to access the opportunities provided by the developments of each corridor. The role of GEP becomes critical in increasing its footprints and responsiveness in the leveraging of economic opportunities created within the GCR. The comparative advantages of each corridor, and targeted developments, provides direction to GEP in terms of the sectors to focus on, considering repositioning and remodelling of GEP to play a significant role in industrial development within the province.

The plans for each corridor are summarised in the table below:²

Development corridor plans and priority developments

<p>Northern Corridor (Tshwane) Consolidate Tshwane's Position as The Capital of the Republic and the Hub of The Automotive Industry Manufacturing, Innovation, R&D, Aerospace And Defence Industries.</p>
<p>Together with the private sector, government is unlocking more than R60 billion investment in key areas over the next decade. These include:</p> <ul style="list-style-type: none"> □ The Automotive SEZ; □ Rosslyn Auto City; □ Menlyn Maine development; □ High-tech SEZ; □ Construction SEZ; □ Consolidate and regenerate existing areas (CBD, Centurion and Silverton); □ Infrastructure investment to revitalise townships and create economic opportunities; and □ Expansion of the Innovation Hub, contribute towards the vision of building an innovation ecosystem in Gauteng.
<p>Central Corridor (Johannesburg) Consolidate Johannesburg's Position as Africa's Financial and Technological Nerve Centre; and Pre-eminent Hub for Innovation, Research And Development</p>
<ul style="list-style-type: none"> □ The pipeline of concrete projects includes major investments in Rosebank, Sandton, Midrand and Fourways; □ The revitalisation of the Joburg inner-city; □ The mega projects in the south from Soweto to Orange Farm; and □ Revitalisation of townships <p>Together with the private sector, more than R200 billion of private investments in Johannesburg is being unlocked.</p>

² *Growing Gauteng Together 2030, Final Draft*

Western Corridor (Westrand)

Diversification of the West Rand economy anchored on mining to include tourism, agri-business and agro-processing

There is a focus on investing in the creation of new industries, new economic areas and new cities. The focus of the joint initiatives is around tourism, agriculture and agro-processing and renewable energy projects. This includes diversifying the West Rand economy away from reliance on mining to include bus manufacturing, agri-business and agro-processing, renewable energy and tourism. The pipeline of concrete projects includes:

- The expansion of Busmark bus manufacturing plant;
- The Lanseria Airport expansion and the new Lanseria City Development;
- The Agro-processing Mega Park and Logistics Hub on the N12 highway, and other private sector mega projects

These projects are adding over R25 billion worth of investment into the western corridor.

Southern Corridor (Sedibeng)

Revitalise the economy of Sedibeng, which has suffered significant de-industrialisation due to the collapse of the steel industry

Sedibeng's catalytic investment projects include:

- The Savannah City
- Vaal River City and the Vaal University Village precinct to include:
 - Cargo airport and logistics hub
 - The Vaal Special Economic Zone
 - AB InBev investment project
 - Vaal Marina development and logistics and mining investments in Lesedi; and
 - The Gauteng Highlands projects

Working with national government, the private sector, SOEs and universities to direct infrastructure initiatives and human capital development interventions towards the same vision.

Collectively, these projects will unlock over R20 billion investment into the Vaal economy.

Eastern Corridor (Ekurhuleni) Build Ekurhuleni and OR Tambo International Airport Hub into Africa's largest Aeropolis with advanced manufacturing and agro-processing capabilities, as well as globally competitive logistics capacity

Ekurhuleni's catalytic investment projects include:

- Tambo Springs Logistics Gateway;
- The PRASA-Gibela rail manufacturing hub in Nigel;
- The expansion of the Airport by Airports Company SA;
- Industrial Development Zone for jewellery manufacturing;
- Agro-processing and fuel-cell technology development;
- The development and investment in the fuel-cell technology;
- OR Tambo University of Science and Innovation; and
- Other major private sector developments taking place along R21 highway.

These projects will unlock over R200 billion worth of investment.

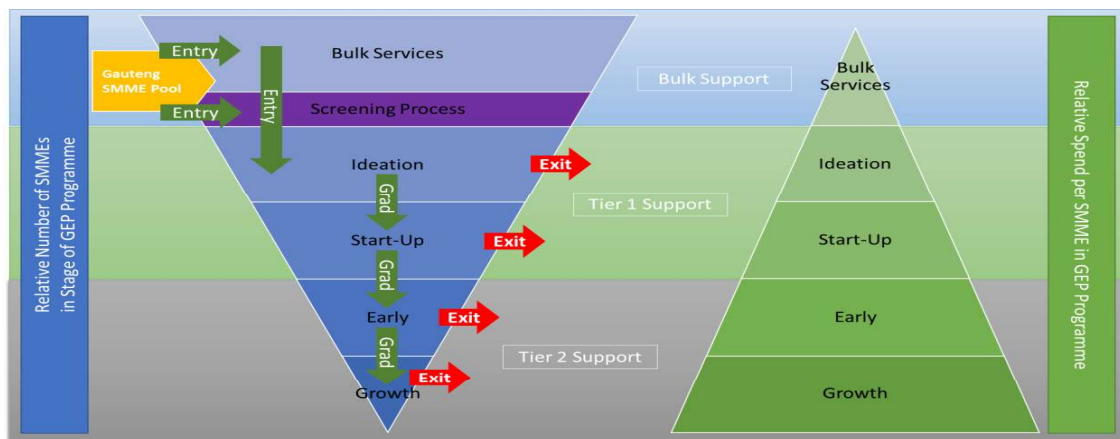
2.3 GAUTENG ENTREPRENEURSHIP MODEL INFORMING THE GAUTENG ENTERPRISE PROPELLER STRATEGY FOCUS FOR 2025-2030

GEM approach assists in striking a balance between the well-to-do businesses and those that are still emerging and need further jump-starting. The model addresses the challenges of small enterprises and co-operatives that are highly informal through the provision of compliance support, such as accreditation, product refinement, development of business plans and increased participation in the mainstream economy.

For the Gauteng Province, the model proposes that the programme outcomes should comprise a mixture of both large-scale broad impacts, as well as narrow, high-growth potential impact. It is necessary to position the support programme in two tiered levels that allow for the realisation of broader impact in the form of mass SMME development, while also allowing for the support of a selected number of elites 'gazelles' that would create greater economic growth and job creation impact.

The figure below reflects the structure of the support functions of the GEM.

Gauteng Entrepreneurship Model – structure of support functions



Gauteng Entrepreneurship Model, 2018

Drawing from the above figure, the model posits that the province plays a holistic and coordination role in the development process for small enterprises in the Gauteng Province (aggregator), through the following support elements:

- 1) **Bulk support elements:** In recognition of the large number of potential entrepreneurs and SMMEs that may require government support, the bulk support at this stage is focused on mass participation, allowing for maximum reach, and for the current “open-door” policy and function of entrepreneurship support to continue.
 - a) During this stage, the relative spend per business should be a minimal amount and should be focussed on basic support elements around informal business support and compliance aspects, such as CIPC and SARS registration and generic training.
 - b) Participation of SMMEs in this stage of support is also not based on any entry criteria but is open to any entrepreneurs that approach DFIs for funding.

- 2) **Tier 1 support elements:** This stage of the small enterprise development process is made up of ideation and start-up phase businesses. These stages are the start of the entrepreneurial journey for any small enterprise and are based on the development of the concept and concept validation (ideation), to activation of the business (start-up).
 - a) The critical thrust of this stage of the programme is to provide the support that **creates an environment in which entrepreneurs can explore and test concepts**. During the ideation stage, ideas should be tested, and failure should be embraced, and *risk-taking supported*, as key learning experiences that allow entrepreneurs to gain the knowledge, skills and capabilities that will equip them to identify business opportunities; to better turn such opportunities into viable enterprises, effectively manage business risks and obstacles, and better manage their businesses.

GEP will provide bulk support to ensure that SMMEs and co-operative meet the traditional funder requirements. Its main responsibility is to prepare SMMEs and co-operatives to graduate or transition to the higher level characterised by market readiness and access to financial resources (higher thresholds). The table below depicts the SMMEs and co-operatives developmental growth paths and will serve as a guide for GEP in providing targeted support to entrepreneurs, particularly in the pre-start-up (ideation) and start-up phases.

Entrepreneurship growth path

Phase	Pre-Start-Up	Start-Up	Survival/Scale	Maturing	Long Haul
Characteristics	<ul style="list-style-type: none"> □ Idea development and business conceptualisation □ Research and planning 	<ul style="list-style-type: none"> □ Establishment of business and skilled team □ Reliant on knowledge and skills owner(s) □ Development of product offering and validation of market □ Product/service take-up and sales 	<ul style="list-style-type: none"> □ Business growing □ Expansion of staff complement □ Quality assurance becomes key □ Establishment of efficient systems □ Business become an attractive investment 	<ul style="list-style-type: none"> □ Business is well established □ Good growth and revenues □ Product diversification and expansion opportunities investigated □ Increase export sales 	<ul style="list-style-type: none"> □ Growth slows down □ Business needs to find new opportunities □ Founders sell or exit the business

Source, GEM, Gauteng Enterprise Propeller: 2018

Considering the above entrepreneurship pipeline, the Gauteng Province through GEM will focus on bringing the marginalised section of small enterprises into the mainstream economy. This will include identifying preparation, investment readiness support, concept preparation and improvement. GEP's focus will be on the provision of support to small businesses in the pre-start-up (ideation) and start-up phases of entrepreneurship development, followed by a referral, monitoring and mentoring process for the growth, maturity and long-haul phases.

3. UPDATES TO RELEVANT COURT RULINGS

There are no court rulings updates relating to GEP.

PART B: OUR STRATEGIC FOCUS

Informed by the Gauteng Enterprise Propeller Act (No. 5 of 2005), other instructing legislation and policy, and under the strategic theme of GGT2030, the 6th Administration of the Gauteng Provincial Government (GPG) has mandated GEP to be positioned as the centre or face of entrepreneurship, small enterprise development and industrial development in the Gauteng Province.

Specifically, the GEP mandate is to:

- Promote entrepreneurship, mobilise resources and facilitate an integrated approach to entrepreneurial development and support within the province.

- Provide financial and business development support for the growth and sustainability of small enterprises.
- Facilitate investment in high-impact business enterprises that transform the structure and competitiveness of industrial sectors in the province.

The mandate is carried out to ensure the sustainability, growth, and competitiveness of small enterprises as meaningful contributors to the overarching impact of the Gauteng Department of Economic Development, which is, “**An inclusive and sustainable economic growth that stimulates jobs within the Gauteng City Region**”. The foundation of the mandate is a well-governed and high-performing organisation.

Aligned to this mandate understanding, the 2025–2030 Strategic Plan outlines the high-level strategic framework of GEP as follows:

VISION
A responsive and impactful propeller for sustainable SMMEs in the Gauteng Province.

MISSION
To build an innovative institution that is professional, ethical, and promotes entrepreneurship, fosters strategic partnerships, provides financial and non-financial support solutions to ensure growth and sustainability of Gauteng SMMEs and Cooperative enterprises. The Mission is enabled by a well governed and high performing organisation.

VALUES

In working towards the achievement of its vision and mission, the Gauteng Enterprise Propeller subscribes to the following internal values which are in line with the *Batho-Pele* principles:

Value	Description - What it means in practice
Motivation	Passion for excellence in delivering quality services to Gauteng entrepreneurs.
Accountability	Taking responsibility, honesty, and integrity displayed by management and employees in all stakeholder interactions.
Ubuntu	Compassion, respect, and dignity to be central in collaborations with other institutions to make a meaningful impact in small businesses.

Diversity	Recognising that it takes people from different backgrounds to make an organisation succeed.
Ethical Leadership	Demonstrating ethical leadership consistently to ensure the organisation is managed according to the code of ethics and led effectively.

The values require targeted management focus to ensure they are visible and “lived”, and they are to be assessed as part of the performance management approach of the Gauteng Enterprise Propeller, under direction of the Board and the Chief Executive Officer.

GEP'S OUTCOMES	
Outcome 1: Improved Balance Sheet to support small enterprises	Outcome 2: Increased contribution of small enterprises in the Gauteng economy
Outcome 3: Sustainable enterprises that create and maintain jobs	Outcome 4: Well-governed and high-performing organisation

4. UPDATED SITUATIONAL ANALYSIS

The Gauteng Enterprise Propeller executes its mandate, and seeks to achieve its vision and mission, in a complex environment, impacted by global, national and provincial events, which directly affect the pursuit of its desired impact and in delivering on its mandate.

4.1.1. Macro Socio-Economic Environment

Global Economic Developments

The global economy has managed to recover from the difficult conditions of Russia-Ukraine conflict, with growth holding steady as inflation is expected to return to target. The effects of the

pandemic Covid-19 and a Russian initiated war on Ukraine has triggered a global energy and food crisis and a considerable increase in inflation followed by a global monetary policy enhancement.

According to the International Monetary Fund, global growth is estimated to hold steady at 3.2 percent for 2024, and it is expected to continue in that pace over the period of 2025. The growth of emerging markets like India and Brazil has been revised upwards in 2025 with India being revised at 7.0 percent for 2025. The world trade growth is expected to recover to about 25 percent annually in 2024-2025 and align with global GDP growth.

In advanced economies, the forecast is for the pace of disinflation to decrease in 2024 and 2025. This is because prices of services are now expected to be more persistent and raw material prices to be higher. However, the decline in the labour markets together with an expected decline in energy prices, should bring headline inflation back to target by the end of 2025. Comparatively, inflation is expected to remain high in emerging market and developing economies than in advanced economies. The high inflation has raised a likelihood of higher for even longer interest rates which in turn increases external, fiscal and monetary risks.

To counter the persistent rise in inflation, some major Central Banks have introduced interest rates policies to reduce inflation. As a result, mortgage costs have increased and the availability of credit is tight, resulting in difficulties for firms to refinance their debts. However, despite concerns, global economy downturn caused by a sharp rise in policy rate has not materialized for some reasons. For instance, some central banks, including the European Central Bank and the Federal Reserves raised their nominal interest rates after inflation expectations started to rise.

Policymakers must act now to bolster declining medium-term growth occurrence. Striking differences in productivity trends across countries since the scourge of Covid-19 pandemic suggest that not all factors are recurring, and that decisive policy action is needed to enhance business power and reduce resource misallocation to arrest weakness. (Source: IMF Economic Outlook Update, April 2024)

Domestic Developments

According to the Statistics of South Africa, the agriculture, forestry and fishing decreased by 2,8% contributing -0,7 of a percentage point to the negative Gross Domestic Product growth. This was primarily due to decreased economic activities reported for field crops. The mining and quarrying industry increased by 1,2% contributing 0,1 percentage point. Increased economic activities were reported manganese and chromium ore.

The manufacturing industry increased by 0,5% contributing 0,1% of a percentage point to the negative GDP growth. Three of the ten manufacturing divisions reported growth rates. The largest positive contribution was reported for the basic iron and steel, non-ferrous metal products, metal products and machinery division. The electricity, gas and water industry increased by 1,6%. This was largely due to the increase in electricity production and consumption.

The trade, catering and accommodation industries decreased by 0,4%. Decreased economic activities were reported for wholesale trade, food and beverages. The transport, storage and communication industry decreased by 1,6% contributing -0,1 of a percentage point to the negative GDP growth. Decreased economic activities were reported for land transport and transport support services.

(Source: Statistics South Africa 2024, Q3 Gross Domestic Product)

The number of unemployed persons decreased by 373 000 in Q3 2024 following an increase of 158 000 in Q2 2024. Unemployment has decreased in Q3 of each year since 2021. In Q3 2024 individuals with an educational attainment of less than matric recorded an unemployment rate of 37,8% down by 1,5%, while graduates had a rate of 9,8% up by 0,1% compared with Q2 2024. Those with matric or lower educational qualifications exceeded the national unemployment rate, whereas individuals with other tertiary qualifications and graduates were below national unemployment rate. Year-on-year comparisons indicated that the unemployment rate increased among those with matric and graduates, while the rate decreased for those with 'less than matric' and 'other tertiary' education levels.

The official unemployment rate decreased in seven of the nine provinces. The largest decreases were recorded in Northwest with 4,5% points, followed by Eastern Cape with 3,8% points and Western Cape with 2,6% points. Increase in unemployment rate were recorded in Limpopo by 1,2% points and KZN by 0,1% point. Year-on-year, the official unemployment rate increased by 0,2% point. The official unemployment rate increased in five provinces. Northern Cape 4,1%, KZN and Limpopo 1,8% each, Mpumalanga 0,7% point and Gauteng (GP) 0,3% point. The decreases in unemployment rate were recorded in Free State with 2,5% points, Northwest 1,8% points, Eastern Cape 1,6% points and Western Cape 0,6% point.

The expanded unemployment rate decreased by 0,7% point in Q3 2024 compared with Q2 2024. All provinces recorded a decrease in the expanded unemployment rate, except for KZN where the rate increased by 0,7% point, and GP where the rate remained unchanged. The largest decreases were recorded in Northwest with 2,7% points followed by Eastern Cape with 2,3% points

(Source: Statistics South Africa 2024, Q3 Quarterly Labour Force Survey)

The Annual Consumer Price inflation was 3,0% in December 2024, up from 2,9% in November 2024. The CPI increased by 0,1% month-on-month in December 2024. The main positive contributors to the 3,0% annual inflation rate were housing and utilities with 4,4% contributing 1,0 percentage points, miscellaneous goods and services with 6,6% contributing 1,0 percentage points, food and non-alcoholic beverages with 2,5% contributing 0,5 percentage point and alcoholic beverages and tobacco with 4,3% contributing 0,3 percentage point. In December 2024, the annual inflation rate for goods was 1,9%, up from 1,6% in November 2024 and services was 4,2%, down from 4,3% in November 2024. Average annual consumer price inflation was 4,4% in 2024. This was 1,6 percentage points lower than the corresponding average of 6,0% in 2023.

(Source: Statistics South Africa 2024, Q4 Consumer Price Index)

4.1.2. Small Enterprises Development Landscape

Number of SMMEs in South Africa

During the first quarter of 2024, total employment reached an all-time high of 17 million jobs, up by 0.1% from the previous quarter. Compared to a year before, employment was up by 3.6%, or 592 000 jobs. The increase in job positions was mostly for those working for someone, while the number of employers declined by nearly 10% compared to a year before. Of all employed people, 5.2% also employed others in 2024Q1, while 10.5% worked for themselves. Combined at 15.7% (or 2.67 million), this comprises the proxy measure for the number of SMMEs in South Africa. The number of SMME owners dropped by 1.3% compared to 2023Q1, a decline of just more than 36 000 enterprises.

Source: SEDA SMME Quarterly Update 1st Quarter 2024

Employment Provided by SMMEs in South Africa

From the QLFS survey of Stats SA, it can be interpolated that SMMEs provided 8.7 million jobs to others in the first quarter of 2024, which is 434 000 (4.8%) less than a year before. At the same time, 1.1 million extra jobs were counted at large enterprises. Of all jobs provided by SMMEs, 59.9% are in the formal sector (up from 58.4% a year before), while only 15.7% were for own account workers (up from 14.5% before). The proportion that went to agriculture fell from 5.8% to 3.4%. Of people who worked for private enterprises (of which most are SMMEs), women comprised 39.2% in the first quarter of 2024, slightly up from the 38.3% recorded a year before.

Source: SEDA SMME Quarterly Update 1st Quarter 2024

SMMEs by Population Group

The decline in the SMME count was most prominent among whites, where 4.1% (18 400) fewer entrepreneurs were counted in the first quarter of 2024 than a year before. As such, the long-term decline in the proportion of white owners intensified, falling to 16.2%, compared to 16.7% a year before and 22.6% at the beginning of 2008. In contrast, the number of Indian owners increased by 14% over the same period. They now constitute 4.4% of the total, up from 3.8% a year before. This also correlates with the rise in the SMME count in KwaZulu-Natal, where most Indians live. Meanwhile, the number of black-owned enterprises fell by 1.4% (27 700), leaving its total share unchanged at 74.6%.

Source: SEDA SMME Quarterly Update 1st Quarter 2024

Enterprise Age of SMMEs

During the first quarter of 2024, only about 74 000 new SMMEs entered the market, 36% fewer than in the same quarter a year before. Most SMME owners only report their business in the second year of operation, explaining the sharp increase from the first year. However, nearly a third of them do not surpass the second-year benchmark, as only 219 000 firms survived to their third year, from the original 329 000 a year before. In the first quarter of 2024, most of the decline was in those SMMEs between two and five years in operation. As such, the average age of SMMEs increased slightly from 10.9 years to 11.1 years over the same period. The increase in those who operated for longer than six years concurs with growth in the older age groups of SMME owners. As expected, hardly any SMME has operated for over 50 years.

Source: SEDA SMME Quarterly Update 1st Quarter 2024

4.1.3. Status of Entrepreneurship in Gauteng

Provinces with many of their SMMEs active in the trade and accommodation sector tend to have more informal SMMEs since this sector has relatively lower barriers to entry (in the form of informal spaza shops). With more than half its SMMEs operating formally, the Western Cape has a relatively smaller trade sector. In contrast to other provinces, Gauteng and the Western Cape has an extensive finance and business services industry among its SMMEs. Three provinces now exhibit SMMEs active in the mining sector, namely the Eastern Cape, Gauteng and Mpumalanga. Unlike the other provinces, the Northern Cape has a significantly large proportion of SMMEs in agriculture.

In the year up to the first quarter of 2024, a significant decline in the SMME count in Gauteng was present in both the formal and informal sectors. Of the total, 37% of SMMEs in Gauteng operated in the formal sector, up from 36% a year before. Meanwhile, in the Northern Cape, many firms switched back to the informal sector after operating in the formal sector for the previous two years. As such, the proportion in the informal sector rose from 29% to 52%. However, these changes are significant and could be due to sampling volatility rather than fundamental economic reasons. As before, the Western Cape is now the province with the largest proportion of its entrepreneurs operating in the formal sector.

Source: SEDA SMME Quarterly Update 1st Quarter 2024

It is expected that despite the recent deregistration of many small dormant enterprises by the CIPC, there will still be a mushrooming of new businesses operating at a micro scale and mostly informal to evade the unemployment consequences of a struggling economy. The emergence of these new small enterprises will consequently result in majority of them approaching GEP for either financial or non-financial support. The entity will have to stretch its meagre resources to adequately support those small enterprises in addition to the existing ones that may be in the normal backlog of financial and non-financial support application trays.

To enable the availability of adequate resources to support the small enterprises, the Entity will inevitably rely on some of its existing Partnerships on financial and non-financial support, to supplement its inadequate funds, while motivating the Shareholder for the resource gap and backlog of applications to be funded through the legislated budget processes. Like previous financial years, collections from due debts on the Loan book will be still used to address the resource gap and backlogs the entity has.

In response to the Township Economic Development Act (TEDA) provisions, GEP will develop and implement the Township Retail programme and the Supplier Development programme. The Township Retail programme will provide the required support interventions to equip and capacitate amongst others, locally owned spaza shops in the Townships, Informal settlements and Hostels as per TEDA and TISH priorities. The Supplier Development programme will be used to provide the required support interventions to increase the functional and manufacturing capacity of mainly township-based suppliers, with the aim of propelling them to participate in the formal economy and export market.

In the extreme, the entity will be compelled to reduce the thresholds of provided support interventions and stretch the outreach to more small enterprises. However, the entity will still prioritize the provision of financial and non-financial support within existing thresholds to qualifying Gauteng-based small enterprises

A comprehensive situational analysis, including a PESTEL and SWOT, have been conducted and the findings are presented in the Strategic Plan for 2025–2030, to which this Annual Performance Plan is aligned.

PESTLE Analysis:

POLITICAL	ECONOMIC	SOCIAL
<ul style="list-style-type: none"> • Change of political leadership. • New policy imperatives priorities. 	<ul style="list-style-type: none"> • Poverty. • Low economic growth. • Loadshedding. • Proximity and concentration of National DFIs in the province. • Low investor confidence and credit ratings downgrade. • `Sprouting of Illegal businesses • High Inflation • High import substitutes • Low entrepreneurial appetite • Expansion and embracement of technology • Water shedding • High levels of corruption • Gauteng's Economic Dominance: • Economic Growth and Business Confidence • Accessing credit limit Infrastructure and Connectivity • Economic Disparities and Inequality 	<ul style="list-style-type: none"> • Population migration to Gauteng • Increase grant beneficiaries. • Unemployment and income inequalities • Civil unrest/repeat of the July insurgence impacting SMMEs. • Education curriculum unresponsive to current and future needs of the country • Sense of entitlement amongst those who are reluctant to repay loans. • Societal moral decay • Prevalence of mental health issues • Affordable and Accessible Products • Youth Engagement and Employments. • Community Engagement • Support for Women Entrepreneurs • Corruption • Extortions
TECHNOLOGICAL	ENVIRONMENTAL	LEGAL

<ul style="list-style-type: none"> Automation Fourth industrial revolution/ Remote working Digital platform for small businesses 	<ul style="list-style-type: none"> Pandemics Climate Change Air and water pollution 	<ul style="list-style-type: none"> By-Laws Copyright and patent laws Public Procurement Act Township Economy Development Act Bill on National Credit Act Protection of Personal Information Act National Small Enterprise Amendment Bill –Small enterprise Ombudsman
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The above analysis has enabled GEP to reflect on its programmes and priorities to ensure responsiveness to this environment. GEP is responsive to the 7th administration priorities of the GDED group i.e. SMME development with special emphasis to SMMEs in the designated group such as youth, women and people with disabilities, Revenue enhancement and Structural transformation. GEP will now have three TEDA focused programmes namely, Township Economy Partnership Fund, Retail and the Township Retail programme and the Supplier Development programme. There are no policy shifts from the 6th administration and the focus is on strengthening services to ensure greater impact. Resource mobilization, which is programme 4 is aligned to the revenue enhancement priority and the structural transformation intervention is linked to the Enterprise supplier development intervention building capacity of Township SMMEs to play in the core supply chain of government and the private sector. An impact assessment of the current GEP product offerings is underway and its outcome will inform a holistic approach in the review of product and services.

Alignment between TEDA and GEP programmes

The Township Economic Development Act (TEDA) brings forth the obligatory alignment between the Act and the inherent GEP responsibilities towards the provision of enterprise support to township-based small businesses, including those in TISH priority areas.

In view of the expressed alignment, GEP programmes will be expressed to explicitly state the entity’s contribution towards the Act’s Focus Areas:

Focus Area 1- Township Enterprise Fund

The Township Enterprise Fund will continue to primarily be implemented through the Township Economy Partnership Fund (TEPF) between GEP and the Industrial Development Corporation (IDC). The Fund has been implemented since the 2022 financial year and developmental returns has been achieved and important to highlight is the performance scale achieved with both value of loan approvals reaching R 631 million and benefitted 2099 SMMEs to date.

GEP is continuing with its strategic partnership approach to enable further resourcing of this fund.

Focus Area 2- Promotion and Development of township-based small enterprises

The entity will continue to provide financial and non-financial support to mainly small township-based enterprises as espoused by the provisions of TEDA and TISH priorities. The financial and non-financial support will primarily be provided through existing products including the Community Fund, Township Business Renewal, Cooperative Assistance Programme, Informal Traders Grant and Loans.

Focus Area 3- Capacity Building programmes for sector township-based businesses

In response to the Township Economic Development Act (TEDA) provisions, GEP will develop and implement the Township Retail programme and the Supplier Development programme. The Township Retail programme will provide the required support interventions to equip and capacitate amongst others, locally owned spaza shops in the Townships, Informal settlements and Hostels as per TEDA and TISH priorities. The Supplier Development programme will be used to provide the required support interventions to increase the functional and manufacturing capacity of mainly township-based suppliers, with the aim of propelling them to participate in the formal economy and export market.

Focus Area 4- Developments of markets and provision of marketing services

The entity will continue to be part of the GPG administration's initiatives to provide marketing platforms for township-based business, as per the provisions of TEDA. Key amongst these, will be the establishment of Partnerships with sister entities and other institutions of similar interests, to stimulate market access opportunities and export promotion platform for products and services offered by township-based businesses.

4.2. INTERNAL ENVIRONMENT ANALYSIS

The GEP Board and management deliberated on the internal/organisational environment which have bearing on the formulation of the 2025-2030 Strategic Plan and this 2025/26 Annual Performance Plan as is reflected in the sections below.

Highlights of achievements include:

- 1) GEP Strategy revision to align to GEP Act, Township Economic Development Act (TEDA), GGT2030, Gauteng Medium-Term Development Plan (GMTDP 2025-2030) and TISH Strategy;
- 2) 100% Achievement of 2023/2024 Annual Performance Plan Targets;
- 3) 105 small enterprises funded through loans in the 2023/2024 financial year, 28 women-owned and 26 youth-owned;

- 4) 13 youth-owned small enterprises funded through Blended-funding in the 2023/2024 financial year i.e partial loans and grants;
- 5) 449 small enterprises supported through various Business Development Support (BDS) interventions;
- 6) 437 Informal Traders funded through Grants;
- 7) 318 small enterprises funded through Grants;
- 8) Accelerated implementation of financial and non-financial programmes;
- 9) Youth Accelerator Programme (solid results - to be remodelled to align with broader socio-economic challenges); and
- 10) Establishment of Partnership Funds to supplement resources required for the expansion of financial support to small enterprises.

SWOT Analysis:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Governance structures in place. • Accessibility and co-location of entities. • Ability to provide financial and non-financial support. 	<ul style="list-style-type: none"> • High Cost to Income Ratio. • High % of Non-Performing Loans (NPL). • Inadequate Skills-Set- Need recovery Specialist • Inadequate ICT system. • Insufficient budget.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Create an enabling environment for small businesses to access opportunities in the province. • GEP positioned as a Resource Aggregator. • Partnerships and collaboration through SEZs, industrial parks, Agri-parks etc. • Creation of a strong pipeline of small businesses targeting public procurement. • Improved marketing and communication for visibility enhancement. 	<ul style="list-style-type: none"> • Non-compliance with the Offtake agreement framework. • PFMA and Public Procurement Act inhibiting transformation programs e.g. Set asides. • Discontinued cession posing a threat to recovery. • Low debt collection due to depressed economy, poor due diligence. • Cyber Crime

<ul style="list-style-type: none"> Strengthen Post Investment programme function for improved collections. 	
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PART C: MEASURING OUR PERFORMANCE

The GEP Impact and Outcomes reflected in the 2025-2030 Strategic Plan are unpacked into the Annual Performance Plan for 2025/26, in the sections below:

5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The GEP is constituted by the following programmes and aligned sub-programmes:

Programme N ^o .	Programme Name	Sub-Programmes
Programme 1	Administration	<ul style="list-style-type: none"> Office of the Chief Executive Officer Office of the Chief Financial Officer Corporate Support and Administration Risk and Audit Strategy, Monitoring and Evaluation
Programme 2	Investment Management	<ul style="list-style-type: none"> Loan Management
Programme 3	Enterprise Support	<ul style="list-style-type: none"> Business Development Support Regional Operations
Programme 4	Resources Mobilisation and Industrial Financing	<ul style="list-style-type: none"> Resources Mobilisation and Strategic Partnerships

5.1. PROGRAMME 1: ADMINISTRATION

5.1.1. PROGRAMME PURPOSE

The purpose of Programme 1: Administration is to provide strategic leadership and transversal support services required by the GEP's core functional programmes and to ensure the successful implementation of the Entity's mandate through sustainable and integrated support and services.

5.1.2. PROGRAMME OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

In contributing towards the GEP's vision of:

“a responsive and impactful propeller for sustainable SMMEs in the Gauteng Province”

the Administration Programme delivers against the following Outcome reflected in the Strategic Plan:

Outcome 2: Increased contribution of small enterprises in the Gauteng economy

The 2025/26 performance plan of Programme 1 is reflected in the log frame tables below:

Programme 1 - Administration: Outcomes, Outputs Indicators and Annual Targets:

GGT 2030 STATEMENT	OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE				ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
				2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
Enabling enterprise and supplier development to meet government demands, including through access to finance	2. Increased contribution of small enterprises in the Gauteng economy	2.1. GEP procurement set-asides to benefit target groups	2.1.1. Percentage of procurement spend on small enterprises owned by women	41%	55%	50%	50%	50%	50%	50%	50%
			2.1.2. Percentage of procurement spend on small enterprises owned by youth	38%	50%	45%	45%	45%	45%	45%	
			2.1.3. Percentage of procurement spend on small enterprises owned by persons with disabilities	7%	9%	7%	7%	7%	7%		

GGT 2030 STATEMENT	OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE				ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
				2021/22	2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
			2.1.4 Percentage of valid procurement Invoices paid within 15 days	100%	100%	100%	100%	100%	100%	100%	
	5. Well-governed and high-organisation	5.1 Unqualified Audit Opinion	5.1.1 Annual audit opinion	Unqualified Audit Opinion for 2020/2021	Unqualified Audit Opinion for 2021/2022	Unqualified Audit Opinion for 2022/2023	Unqualified Audit opinion for 2023/2024	Unqualified Audit opinion for 2024/2025	Unqualified Audit for Opinion for 2025/2026	Unqualified Audit for Opinion for 2026/2027	

Programme 1 - Administration: Indicators, Annual and Quarterly Targets:

OUTPUT INDICATORS	RESPONSIBILITY	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2025	Q2 Jul - Sep 2025	Q3 Oct - Dec 2025	Q4 Jan - March 2026
2.1.1. Percentage of GEP procurement spent on small enterprises owned by women	Finance	50%	5%	10%	15%	50%

OUTPUT INDICATORS	RESPONSIBILITY	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2025	Q2 Jul - Sep 2025	Q3 Oct- Dec 2025	Q4 Jan - March 2026
2.1.2. Percentage of procurement spend on small enterprises owned by youth	Finance	45%	10%	20%	30%	45%
2.1.3. Percentage of procurement spend on small enterprises owned by persons with disabilities	Finance	7%	2%	3%	5%	7%
2.1.4 Percentage of valid procurement Invoices paid within 15 days	Finance	100%	100%	100%	100%	100%
5.1.1 Annual audit opinion	Risk and Audit	Unqualified Audit opinion for 2024/2025	-	-	-	Unqualified audit opinion for 2024/2025

5.1.3. PROGRAMME 1: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The Administration Programme aligns with the GMTDP 2025-2030 and GGT2030 priorities of **building a capable, ethical, and developmental State**. The Programme is vital to ensuring the GEP can meet the expectations of the 6th Provincial Administration for the Entity is to be positioned as Gauteng’s DFI and centre for SMMEs development and growth in the province. There are many elements to this mandate, including the need to reconfigure and capacitate the organisation to fulfil the role, to improve business processes and systems, to strengthen the governance framework and to ensure the GEP is adequately capitalised to support high-impact enterprise development programmes, including industrial sectors.

It is within this context that the main priority of the Administration Programme over the short to medium-term is to work closely with the Shareholder to finalise GEP reconfiguration and recapitalisation. The immediate priority of the Administration Programme is to enable the Agency to attain a clean audit outcome by meeting the three conditions of a clean audit, namely, unqualified audit opinion on the audit of financial statements, and zero findings on the audit of performance information and non-compliance with legislation. This will be pursued by ensuring the prior year external and internal audit action plans are implemented. A baseline stakeholder satisfaction rating will be determined by conducting a satisfaction survey by the end of the financial year.

Focus will also be given to ensuring the employment equity targets are achieved and that GEP implements the GGT2030 priority on procurements set asides, particularly to ensure that women, youth, and people with disabilities benefit from GEP procurement spend.

5.1.4. PROGRAMME 1 – ADMINISTRATION: RESOURCE CONSIDERATIONS

Expenditure Estimates:

Programme 1: Administration (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Administration	105,942	81,948	65,712	62,196	61,039	69,758	69,758
Total payments and estimates	105,942	81,948	65,712	62,196	61,039	69,758	69,758

Expenditure Estimates:

Programme 1: Administration (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification							
Office of the CEO	19,537	20,123	20,123	20,123	20,123	20,123	20,123
Office of the CFO	20,155	20,759	20,759	20,759	20,759	20,759	20,759
Corporate Support and Administration	23,974	24,693	18,790	18,790	18,790	18,790	18,790
Goods and services	42,276	16,373	6,040	2,524	1,367	10,086	10,086
Total payments and estimates	105,942	81,948	65,712	62,196	61,039	69,758	69,758

Expenditure Estimates by Economic Classification:

Programme 1: Administration (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification							
Current payments	-	-	-	-	-	-	-
Compensation of employees	59,672	59,672	59,672	59,672	59,672	59,672	59,672
Goods and services	39,623	22,276	6,040	2,524	1,367	10,086	10,086
Total	99,295	81,948	65,712	62,196	61,039	69,758	69,758

Resources' contribution to achieving the outputs:

The budget allocation for Programme 1 remains R62m and will continue to contribute towards the ramping up of procurement expenditure.

For personnel, related expenditure, the allocated budget in the financial period will amount to R59million for Programme 1. The allocation for Goods and Services is mostly for the leases and implementation of IT contracts including provision for the procurement of day-to-day operations of the organisation.

5.2. PROGRAMME 2: INVESTMENT MANAGEMENT

5.2.1. PROGRAMME PURPOSE

The purpose of Programme 2: Investment Management (IM), is to ensure the optimal deployment of available loan and grant funding to support the development, growth and sustainability of qualifying small enterprises. The Programme is tasked to manage the loan book effectively through the approval of loans, disbursement of approved loans and timeous loan recoveries.

5.2.2. PROGRAMME OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

In contributing towards the GEP's vision of:

“a responsive and impactful propeller for sustainable business enterprises in the Gauteng Province”

the Investment Management Programme delivers against the following Outcome reflected in the Strategic Plan:

Outcome 3: Sustainable enterprises that create and maintain jobs

The Investment Management Programme covers the following sub-programme and functions:

Sub-Programme	Functions
Loan Management	Funding of all small enterprises, including cooperatives and informal businesses

The 2025/26 performance plan of Programme 2 is reflected in the log frame tables below:

Programme 2 – Investment Management: Outcomes, Outputs Indicators and Annual Targets:

GGT2030 STATEMENT	OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE			MEDIUM-TERM TARGETS		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28		
Enable co-investments between state and private sector as well as wider investment facilitation in infrastructure	3. Sustainable enterprises that create and maintain jobs	3.1. Financially supported small enterprises creating jobs	3.1.1 Percentage of loans committed from the Investment Management programme	-	297%	100%	100%	100%	100%	100%	100%	
			3.1.2 Percentage rate of committed loans disbursed	91%	96%	85%	85%	85%	85%	85%		
			3.1.3 Percentage of blended funding committed for youth-owned small enterprises disbursed	-	97%	85%	85%	85%	85%			
		3.2 Grant funding for small enterprises	3.2.1 Percentage of grants committed	-	170%	100%	100%	100%	100%	100%	100%	

GGT2030 STATEMENT	OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE				ESTIMATED PERFORMANCE		MEDIUM-TERM TARGETS	
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
			3.2.2. Percentage rate of committed grants disbursed	94%	100%	90%	90%	90%	90%	90%	90%
		3.3. Grant funding for informal traders	3.3.1 Percentage of grants committed for informal traders	-	154%	100%	100%	100%	100%	100%	100%

Programme 2 - Investment Management: Indicators, Annual and Quarterly Targets:

OUTPUT INDICATORS	RESPONSIBILITY	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2025	Q2 Jul - Sep 2025	Q3 Oct - Dec 2025	Q4 Jan - Mar 2026
3.1.1 Percentage of loans committed from the Investment Management programme	Investment Management	100%	25%	50%	75%	100%
3.1.2 Percentage rate of committed loans disbursed	Investment Management	85%	15%	30%	65%	85%

GEP: Annual Performance Plan 2024/25

OUTPUT INDICATORS	RESPONSIBILITY	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2025	Q2 Jul - Sep 2025	Q3 Oct - Dec 2025	Q4 Jan - Mar 2026
3.1.3 Percentage of blended funding committed for youth-owned small enterprises disbursed	Investment Management	85%	5%	30%	65%	85%
3.2.1 Percentage of grants committed	Regional Operations	100%	25%	50%	75%	100%
3.2.2 Percentage rate of committed grants disbursed	Regional Operations	90%	20%	50%	70%	90%
3.3.1 Percentage of grants committed for informal traders	Regional Operations	100%	25%	50%	75%	100%

5.2.3. PROGRAMME 2 – INVESTMENT MANAGEMENT: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The contribution of the Investment Management Programme is to GMTDP 2025-2030 Priority 1: Inclusive economic growth and job creation; and GGT2030 Priority 1: Economy, jobs, and infrastructure. The Programme is pivotal to government's priority of supporting small enterprises, particularly those that are township-based, to become sustainable and meaningful participants in the economy, thus creating sustainable jobs.

Effectively managing the loan book through loan approvals, timeous disbursements and high rates of loan recoveries is an important element of the development, growth, and sustainability of SMMEs in the province. By integrating financial support with the non-financial support mechanisms of the Enterprise Support Programme, the GEP will work towards achieving the outcome on increasing the number of sustainable small enterprises, as reflected in the Strategic Plan.

Key priorities include:

- 1) Optimising the available capital by providing loans to a fewer number of small enterprises with high potential for growth and job creation.
- 2) Ensuring that loans approved are disbursed timeously.
- 3) Improving debt collection and pushing up the targets for loans recoveries. Inherently, this means improving the due diligence processes.
- 4) Ensuring that priority is given to funding small enterprises owned by women, youth and people with disabilities, towards an allocation of 30% to women, 30% to youth and 5% to people with disabilities.

5.2.4. PROGRAMME 2 – INVESTMENT MANAGEMENT: RESOURCE CONSIDERATIONS

Expenditure Estimates:

Programme 2: Investment Management (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Investment Management	32,916	33,903	60,656	40,656	40,656	40,656	40,656
Total payments and estimates	32,916	33,903	60,656	40,656	40,656	40,656	40,656

Expenditure Estimates by Economic Classification:

Programme 2: Investment Management (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification							
Current payments	-	-	-	-	-	-	-
Compensation of employees	11,370	11,710	10,656	10,656	10,656	10,656	10,656
Goods and services	21,547	22,193	50,000	30,000	30,000	30,000	30,000
Total	32,916	33,903	60,656	40,656	40,656	40,656	40,656

X

Resources' contribution to achieving the outputs:

Investment Management Programme's budget allocation will assist in the capitalization of the programme and ensure that emerging small enterprises benefit from loan funding.

5.3. PROGRAMME 3: REGIONAL OPERATIONS AND ENTERPRISE SUPPORT
5.3.1. PROGRAMME PURPOSE

The purpose of Programme 3: Regional Operations and Enterprise Support is to provide tailor-made, business development support for the development and growth of small enterprises through the Gauteng Entrepreneurship Model (GEM) stages of ideation, start-up and early growth. Furthermore, through a referral system to ensure investment ready small enterprises receive the required financial support through GEP loans or through loans provided by other DFIs or cofounders. The Programme is responsible for handholding supported businesses in the growth, mature and decline stages using business monitors and mentors, and to intervene timeously to support sustainability and mitigate business failure.

5.3.2. PROGRAMME OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

In contributing towards the GEP's vision of:

“a responsive and impactful propeller for sustainable business enterprises in the Gauteng Province”

the Enterprise Support Programme delivers against the following Outcome reflected in the Strategic Plan:

Outcome 3: Sustainable small enterprises that are creating jobs

The Regional Operations and Enterprise Support Programme covers the following sub-programme and functions:

Sub-Programme	Functions
Regional Operations (regional) and Enterprise Support (central, head office)	<ul style="list-style-type: none"> ☐ Mentoring; ☐ Post-investment support and aftercare; ☐ Business incubation; ☐ Product development; ☐ Facilitation of grant funding for qualifying small enterprises; ☐ CIPC registrations; and ☐ Informal traders support.

The 2025/26 performance plan of Programme 3 is reflected in the log frame tables below:

Business Development Support

The Business Development Support will assist to improve the performance of the enterprise, access to markets and ability to comply and compete. Furthermore, the program assists in developing productive capacities of small businesses. It includes an array of business services such as training, marketing, information. The business development interventions that the entity provides include Planning, Human Resources, Operational Support, Quality support, technical support, legal support and raising finance support interventions.

Programme 3 – Regional Operations and Enterprise Support: Outcomes, Outputs Indicators and Annual Targets:

GGT2030 STATEMENT	OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Business Development Support to improve SMME compliance capabilities	3. Sustainable enterprises that create and maintain jobs	3.1. Business Development Interventions for small enterprises in all the economic sectors	3.1.1. Percentage of Business Development interventions committed for small enterprises.	-	199%	100%	100%	100%	100%	100%
				-	-	-	-	100%	100%	100%
				-	-	-	-	-	-	-
				-	-	-	-	-	-	-
Integrate youth employment and self-employment channels into all economic initiatives in partnership with Tshepo 1 Million		3.2. Enterprise Supplier Development Interventions for small enterprises in all the economic sectors	3.2.1. Percentage of Enterprise Supplier Development interventions committed for small enterprises	-	-	-	-	100%	100%	100%
		3.3. Retail Support Interventions for small enterprises in all economic sectors	3.3.1 Percentage of Retail Support interventions committed for small enterprises	-	-	-	-	100%	100%	100%
		3.4 Youth supported through the Youth Accelerator Programme	3.4.1 Number of youths that benefitted from the Youth Accelerator Programme	109	94	100	100	100	100	100

Programme 3 – Regional Operations and Enterprise Support: Indicators, Annual and Quarterly Targets:

OUTPUT INDICATORS	RESPONSIBILITY	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2025	Q2 Jul - Sep 2025	Q3 Oct - Dec 2025	Q4 Jan - Mar 2026
3.1.1 Percentage of Business Development interventions committed for small enterprises	Regional Operations	100%	40%	60%	85%	100%
3.2.1 Percentage of Enterprise Supplier Development interventions committed for small enterprises	Regional Operations	100%	-	60%	85%	100%
3.3.1 Percentage of Retail Support interventions committed for small enterprises	Regional Operations	100%	-	60%	85%	100%

OUTPUT INDICATORS	RESPONSIBILITY	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2025	Q2 Jul - Sep 2025	Q3 Oct - Dec 2025	Q4 Jan - Mar 2026
3.4.1 Number of youth that benefitted from the Youth Accelerator Programme	Enterprise Support	100	-	-	50	50

5.3.3. PROGRAMME 3 – REGIONAL OPERATIONS AND ENTERPRISE SUPPORT: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The contribution of the Regional Operations and Enterprise Support Programme is to MTSF 2019/2024 Priority 2: Economic transformation and job creation; and GGT2030 Priority 1: Economy, jobs, and infrastructure.

The short to medium term focus is on:

- 1) Implementation of the Gauteng Entrepreneurship Model (GEM) and ensuring an integrated approach, with the Investment Management Programme, in working towards the outcome of ensuring the sustainability of small enterprises, as reflected in the Strategic Plan.
- 2) Refining of the Business Development Support products to be implemented in support of the priorities of the 6th Administration.
- 3) Continued focus on the Youth Accelerator Programme and prioritising support for enterprises in the depressed regions as per GGT2030.

5.3.4. PROGRAMME 3 – REGIONAL OPERATIONS AND ENTERPRISE SUPPORT: RESOURCE CONSIDERATIONS

Expenditure Estimates:

Programme 3: Regional Operations and Enterprise Support (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
108 607	107,979	111,216	94,965	87,837	87,837	87,837	87,837
108 607	107,979	111,216	94,965	87,837	87,837	87,837	87,837

Expenditure Estimates by Economic Classification:

Programme 3: Regional Operations and Enterprise Support (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification							
Current payments	-	-	-	-	-	-	-
Compensation of employees	56,374	58,064	52,837	52,837	52,837	52,837	52,837
Goods and services	51,605	53,152	42,128	35,000	35,000	35,000	35,000

Total	107,979	111,216	94,965	87,837	87,837	87,837	87,837
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Resources' contribution to achieving the outputs

The budget allocation for Programme 3 supports a range of business development support projects aimed at developing and supporting SMME's and co-operatives and ensuring they are provided with access to market opportunities, including the Youth Accelerator Programme and targeted support for small enterprises in key sectors. The budget allocation also caters for the rollout of targets relating to supporting township manufacturers and small enterprises in the construction industry.

The budget includes the implementation of Gauteng's Township Economic Revitalisation projects, which are aimed at enhancing reindustrialisation through the development of black-owned enterprises. These programmes seek to increase the number of SMMEs, and co-operatives actively participating in the Gauteng's mainstream economy and identified priority economic sectors.

5.4. PROGRAMME 4: RESOURCE MOBILISATION AND INDUSTRIAL FINANCING

5.4.1. PROGRAMME PURPOSE

The purpose of Programme 4: Resources mobilisation and industrial financing is to actively promote entrepreneurship in the province, to mobilise resources through strategic partnerships and to facilitate an integrated approach among DFIs and other role-players to entrepreneurial development and support within the province. The Programme is also aimed at supporting the industrial development drive of the province by facilitating investment in high-impact business enterprises that dilute monopolies and stimulate high rates of employment.

5.4.2. PROGRAMME OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS

In contributing towards the GEP's vision of:

“a responsive and impactful propeller for sustainable business enterprises in the Gauteng Province”

the Resources Mobilisation and Industrial Financing Programme delivers against the following Outcomes reflected in the Strategic Plan:

Outcome 1: Improved Balance Sheet to support small enterprises.

The Resources Mobilisation and Industrial Financing Programme covers the following sub-programme and functions:

Sub-Programme	Functions
Stakeholder Management and Resources Mobilisation	<ul style="list-style-type: none"> <li data-bbox="821 457 1154 485">☐ Resources mobilisation <li data-bbox="821 506 1182 533">☐ Stakeholder management <li data-bbox="821 554 1094 581">☐ Industrial financing

Programme 4 is reliant on the repositioning and recapitalisation of the GEP to play a more significant role in high-growth sectors through support for emerging black industrial enterprises. As the repositioning process is not yet concluded, the performance information is limited to the current function of stakeholder management and resources mobilisation.

The 2025/26 performance plan of Programme 4 is then reflected in the log frame tables below:

Programme 4 – Resources Mobilisation and Industrial Financing: Outcomes, Outputs Indicators and Annual Targets:

GGT 2030 STATEMENT	OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
				2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Enabling enterprise and supplier development to meet government demands, including through access to finance	1. Improved Balance Sheet to support small enterprises	1.1 Collections from the Loan Book	1.1.1 Collection rate of the Loan Book	15%	41%	45%	45%	45%	60%	70%

Programme 4 – Resources Mobilisation and Industrial Financing: Indicators, Annual and Quarterly Targets:

OUTPUT INDICATORS	RESPONSIBILITY	2025/26 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2025	Q2 Jul - Sep 2025	Q3 Oct - Dec 2025	Q4 Jan - Mar 2026
1.2.1 Collection rate of the Loan Book	Finance	45%	-	20%	30%	45%

5.4.3. PROGRAMME 4 – RESOURCES MOBILISATION AND INDUSTRIAL FINANCING: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The Resources Mobilisation and Industrial Financing Programme is newly established to give effect to the directive that GEP be repositioned as the centre (face) of entrepreneurship in Gauteng, by ensuring an integrated approach among DFIs and other strategic partners in the Province. The New Vision and Plan that advocates for GEP as a Resource Aggregator in the province would ensure the realisation of integration and creation of sustainable businesses.

The focus of the Programme is, therefore, on mobilising resources and building partnerships with co-funders and other delivery partners to significantly upscale the levels and extent of support, both financial and Business Development support provided to small enterprises in Gauteng.

5.4.4. PROGRAMME 4 – RESOURCES MOBILISATION AND INDUSTRIAL FINANCING: RESOURCE CONSIDERATIONS

Expenditure Estimates:

Programme 4: Resources Mobilisation and Industrial Financing (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Industrial Financing Programme	-	R200m	R150m	-	-	-	-
Total payments and estimates	-	R200m	R150m	-	-	-	-

Expenditure Estimates by Economic Classification:

Programme 4: Resources Mobilisation and Industrial Financing (R'000)	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification							
Compensation of employees	-	-	-	-	-	-	-
Goods and services	-	-	-	-	-	-	-

Total	-	-	-	-	-	-	-

The funding of Programme 4 will continue to be supplemented by the Compensation of Employees and Goods and services Budgets under Programme 3.

4. KEY RISKS

Key Risks		
Outcome	Risk	Risk Mitigation
1. Improved Balance Sheet to support small enterprises	Inability to maintain and/or generate sufficient cash resources and collect revenue resulting in the inability to meet GEP financial obligations and fund business operations.	<ul style="list-style-type: none"> ✚ Review of Impairment Methodology and benchmarking with other DFIs ✚ Implement 3 PIM (Third Party Investment Manager). ✚ Develop a business case and funding model for future funding requirements ✚ Capacitate Post Investment to provide on-going post-investment monitoring to ensure and support the investees to address emerging operational risks of the investees to ensure timely interventions and collections (training and development). ✚ The process of registering security (GNB, SNB) on term loans must be defined by Legal Services (for loans where cost of security registration is included in the loan). ✚ Collaborate with Legal Services to monitor obligation clauses on loan agreements for non-compliance and implement remedial action. ✚ Conduct post site visits on all approved applications for the duration of the loan period.
	Potential or actual damage to the GEP's image through factors (reputational risk)	<ul style="list-style-type: none"> ✚ Obtain funding to strengthen external communication by

Key Risks		
Outcome	Risk	Risk Mitigation
	that may impair the sustainability of the business including	<ul style="list-style-type: none"> implementing Marketing and Communication and PR + Integration of partnership implementation to work plans of Regional Operations to operationalize partnerships. + Collaborate with other stakeholders for SMME development partnerships. + Vetting of potential partners to include the following- conducting reference checks, background checks on directors and business, KYC assessments, assessing business financials to determine asset value (financials to cover 3 financial years)
2. Increased contribution of small enterprises in the Gauteng economy	Possibility of inadequate and well-defined policies and processes for originating quality loans and collection of invested funds thus leading to a high rate of impairment and write-offs.	<ul style="list-style-type: none"> + Automation of enhanced due diligence business processes/models- MIS procurement + IAs to play a supporting role in the collections processes (Allocating Debt Management to Operations) + Appointment of Senior Manager: Investment Management. + Permanent appointment of 2 Paralegals (Action Owner: Legal) for efficient drafting and vetting of contracts/ SLAs and legal opinions. + Benchmark, develop and implement an enhanced Investment Strategy + De-risking financial support deals through collaboration with other DFIs or other institutions for business development support
3. Sustainable enterprises that create and maintain jobs	Non-adherence to good corporate governance practices policies, and legislative requirements pertaining to governance, risk management, internal control, and compliance by GEP and GEP clients/stakeholders which may	<ul style="list-style-type: none"> + Develop and maintain a policy universe (Action Owner: CoSec)Develop a business case and funding model for future funding requirements

Key Risks		
Outcome	Risk	Risk Mitigation
	lead to financial loss, irregular, fruitless and wasteful expenditure.	<ul style="list-style-type: none"> ✚ Capacitate Post Investment to provide on-going post-investment monitoring to ensure and support the investees to address emerging operational risks of the investees to ensure timely interventions and collections (training and development). ✚ Identify and develop working relations with regulators on high-risk compliance obligations. ✚ Capacitate the Legal Services function (Appointment of Legal Manager and Paralegals) ✚ Finalization and approval of Regulatory Universe (including awareness on compliance change management and GEP compliance vision) ✚ Development approval and implementation of 5-year compliance maturity model. ✚ Develop, approve and implement 3-year risk-based compliance plan. ✚ Appointment of SCM Manager to track contracts to curb irregular expenditure ✚ Procurement of a due diligence system for FIC compliance, system to include PEP verification, bank verification, KYC checks.
4. Well-governed and high-performing organisation	Inadequate ICT systems and processes including cyber security, ICT Governance, Data Governance, IT Architecture (design), and capacity to support business operations.	<p>Benchmark with other DFI's regarding credit tools, and models, and credit/origination systems to help improve lending processes.</p> <p>Review and implement DRP to include latest industry and audit recommendations</p>

Key Risks		
Outcome	Risk	Risk Mitigation
		Develop, implement and identify critical deliverables Cyber Security Strategy/policy.
		Define the ICT infrastructure and application roadmap.
		Migrate critical service to Microsoft Azure
		Review and implement DRP to include latest industry and audit recommendations
		Upgrade/modernize the ageing, unsustainable and unsupported ICT infrastructure/applications to support the growing business needs e.g. implement loan management system enhancements.
		External integration with relevant entities (other DFI's, SARS/CIPC, credit bureau.
		Resource ICT functions with critical and core resources (filling vacancies, training and development)
		Develop Anti-virus policy.
		Implement ITIL, COBIT, ISOs and Project Management Framework/Methodology/best practices standards for GEP.
		Develop and implement patch management procedures
		Activation of ICT Steering Committee
		Develop and implement backup recovery policy and procedures
		Develop and implement ICT project management framework policy
		Review and implement: Change Control Policy; Logical Access Control Policy; Incident Management Policy.
		Develop and maintain a register of all ICT service providers and monitor performance monthly/quarterly
		Develop and maintain a data dictionary.
	Failure to recruit, develop and retain the best talent and succession planning to create a conducive working culture that enables high-performing organization, including implementing consequence management in a timeous manner.	🚩 Benchmark, develop and implement an organization-wide human resources strategy (to include talent acquisition,

Key Risks		
Outcome	Risk	Risk Mitigation
		<p>succession planning, skills development and retention).</p> <ul style="list-style-type: none"> ✚ Review performance management policy to address gaps. ✚ Filling of critical vacancies ✚ Development and implementation of anti-bullying policy ✚ Implement management development programme ✚ Develop and implement a Culture Transformation Plan to ensure improved compliance, high-performing employees, etc
	Inadequate systems/processes to prevent, detect, investigate and report fraudulent activities and corruption	<ul style="list-style-type: none"> ✚ Procure system to verify employee declarations ✚ Conduct ethics, compliance and fraud awareness ✚ Develop and approve 5-year Ethics Maturity Model. ✚ Establish a mandatory policy awareness session on all approved policies (existing and new policies- monthly

The detailed Gauteng Enterprise Propeller Risk Register is reviewed monthly by Exco, and quarterly at each meeting of the Risk and Governance Committee and the Board.

7. PUBLIC ENTITIES

N/A

8. PUBLIC / PRIVATE PARTNERSHIPS

GEP has an SMME Partnership Programme with the Industrial Development Corporation (IDC)

PART D: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

Indicator Title	Percentage of procurement spend on small enterprises owned by women
Definition	This indicator measures the percentage of GEP procurement spent on women owned businesses. Women are adult female human beings.
Source of data	SCM Procurement Spend Report / Quarterly Management Accounts Report
Method of Calculation / Assessment	Sum of the Rand value of GEP procurement spend on small enterprises that are owned by women divided by the total Rand value of procurement Budget for women service providers over the same cumulative (year-to-date) period, expressed as a percentage.
Means of verification	SCM Procurement Spend Report, CSD Report and Proof of Payments
Assumptions	Suppliers are registered on the central supplier database Suppliers banking details are updated.
Disaggregation of Beneficiaries (where applicable)	As per indicator
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable.</u>

	50% procurement spend to small enterprises that are owned or controlled by women
Indicator Responsibility	CFO

Indicator Title	Percentage of procurement spend on small enterprises owned by youth
Definition	<p>This indicator measures the percentage of GEP procurement spent on youth owned businesses.</p> <p>The National Youth Policy defines youth as any persons between the ages of 14 and 35 years.</p> <p>Youth is the time of life when a person is young and often means the time between childhood and adulthood (maturity).</p>
Source of data	SCM Procurement Spend Report / Quarterly Management Accounts Report
Method of Calculation / Assessment	Sum of the Rand value of GEP procurement spend on small enterprises that are owned by youth divided by the total Rand value of procurement Budget on youth service providers over the same cumulative (year-to-date) period, expressed as a percentage.
Means of verification	SCM Procurement Spend Report, CSD Report and Proof of Payments
Assumptions	<p>Suppliers are registered on the central supplier database</p> <p>Suppliers banking details are updated</p>
Disaggregation of Beneficiaries (where applicable)	As per indicator
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<p><u>Higher than targeted performance is desirable:</u></p> <p>45% procurement spend to small enterprises that are owned or controlled by youth</p>
Indicator Responsibility	CFO

Indicator Title	Percentage of procurement spend on small enterprises owned by persons with disabilities
Definition	<p>This indicator measures the percentage of GEP procurement spent on businesses owned by persons with disabilities.</p> <p>Persons with disabilities are people who have long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.</p> <p>A person has a disability if they have a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on the person's ability to carry out normal day-to-day activities.</p>
Source of data	SCM Procurement Spend Report / Quarterly Management Accounts Report
Method of Calculation / Assessment	Sum of the Rand value of GEP procurement spend on small enterprises that are owned by persons with disabilities divided by the total Rand value of procurement Budget on persons with disabilities-owned service providers over the same cumulative (year-to-date) period, expressed as a percentage.
Means of verification	SCM Procurement Spend Report, B-BBEE Certificate or CSD Report and Proof of Payments
Assumptions	<p>Suppliers are registered on the central supplier database</p> <p>Suppliers banking details are updated</p>
Disaggregation of Beneficiaries (where applicable)	As per indicator
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<p><u>Higher than targeted performance is desirable:</u></p> <p>7% procurement spend to small enterprises that are owned or controlled by persons with disabilities.</p>
Indicator Responsibility	CFO

Indicator Title	Percentage of valid procurement Invoices paid within 15 days
Definition	This indicator measures the percentage of valid procurement Invoices paid within 15 days after submission for payment to the Office of the CFO.
Source of data	Payment Report / Management Accounts Report

Method of Calculation / Assessment	Total number of valid invoices paid within 15 days after receipt, divided by the total number of invoices received for payment.
Means of verification	Payment Report
Assumptions	Timeous submission of valid Invoices for payment
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable</u> 100% payment of valid procurement invoices within 15 days
Indicator Responsibility	CFO

Indicator Title	Annual audit opinion
Definition	The performance indicator measures annual audit opinion obtained in the previous financial year for both financial and non-financial
Source of data	Signed 2024/2025 External Audit Report
Method of Calculation / Assessment	Signed 2024/2025 External Audit Report
Means of verification	Signed 2024/2025 External Audit Report
Assumptions	Unqualified audit opinion received
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative

Reporting Cycle	Annually
Desired Performance	Unqualified Audit opinion
Indicator Responsibility	GM: Risk and Audit

PROGRAMME 2: INVESTMENT MANAGEMENT

Indicator Title	Percentage of loans committed from the Investment Management Programme
Definition	<p>This indicator measures loans that are committed against allocated budget.</p> <p>Loans committed are funds GEP is willing to pay for received, assessed, and adjudicated loan applications, if certain predetermined conditions are met by the applicants.</p> <p>Loans committed will also include those that were committed in the previous financial year.</p> <p>Small enterprises to benefit from the loans include those in the priority sectors and /or high growth sectors i.e.</p> <ul style="list-style-type: none"> • Automotive, Aerospace and Defence • Transportation and logistics • ICT and digital services with a focus on the gig economy • Energy, with a focus on new technologies and diversifying the energy mix • Tourism and Hospitality • Food, Beverages, Agro-processing, and agribusiness • Construction and Infrastructure • Financial services • Cultural and creative services • Industrial Cannabis
Source of data	Signed commitment list from the previous financial year / Loan Approval List
Method of Calculation / Assessment	Sum of the rand value of committed loans divided by the total budget allocated at the beginning of the financial year for the Investment Management Programme, to determine the percentage of committed loans from the Investment Management Programme

Means of verification	Management and Board Committee Resolutions
Assumptions	Approved loan applications committed
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable:</u> 100% of approved loans committed from the Investment Management programme
Indicator Responsibility	COO

Indicator Title	Percentage rate of committed loans disbursed
Definition	This indicator is measuring loans disbursed. Disbursement means the payment of money for committed loan applications. The disbursed loans include those that were committed but not disbursed in the previous financial year.
Source of data	Loan approval list / Disbursements Report / Signed commitment list
Method of Calculation / Assessment	Sum of the total monetary value of disbursed loans divided by the total monetary value of the committed loans to determine the percentage of loans disbursed.
Means of verification	Signed commitment list from the previous financial year, Management and Board Committee Resolutions, Proof of Payments
Assumptions	Committed loans disbursed. Limited to Budgeted funds
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable:</u> 90% of committed loans disbursed
Indicator Responsibility	COO

Indicator Title	Percentage rate of committed blended funding for youth-owned small enterprises disbursed
Definition	<p>This indicator is measuring disbursements of the blended funding for youth-owned small enterprises against allocated budget.</p> <p>Disbursement means the payment of money for committed blended funds applications.</p> <p>Blended funds refer to funds comprising equal split of loans and grants.</p> <p>The disbursed blended funding includes funds committed but not disbursed in the last quarter of the previous financial year.</p> <p>Small enterprises to benefit from the blended funds include those in the priority sectors and /or high growth sectors i.e.</p> <ul style="list-style-type: none"> • Automotive, Aerospace and Defence • Transportation and logistics • ICT and digital services with a focus on the gig economy • Energy, with a focus on new technologies and diversifying the energy mix • Tourism and Hospitality • Food, Beverages, Agro-processing, and agribusiness • Construction and Infrastructure • Financial services • Cultural and creative services • Industrial Cannabis
Source of data	Blended finance approval list / Disbursement Report Limited to Budget

Method of Calculation / Assessment	Sum of the total monetary value of the blended funds disbursed for youth-owned businesses divided by the total monetary value of the blended funds committed, to determine the disbursement rate.
Means of verification	Management and Board Committee Resolutions and Proof of Payments
Assumptions	Committed loans disbursed Limited to Budgeted funds
Disaggregation of Beneficiaries (where applicable)	As per indicator
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable:</u> 85% of approved blended funding for youth-owned small enterprises disbursed
Indicator Responsibility	COO

Indicator Title	Percentage of grants committed
Definition	<p>This indicator measures grants that are committed against allocated budget.</p> <p>Grants committed are funds GEP is willing to pay for received, assessed and adjudicated grant applications, if certain predetermined conditions are met by the applicants.</p> <p>Grants committed will also include grants committed but not disbursed in the previous financial year.</p> <p>Small enterprises to benefit from the grants include those in the priority sectors and /or high growth sectors i.e.</p> <ul style="list-style-type: none"> • Automotive, Aerospace and Defence • Transportation and logistics • ICT and digital services with a focus on the gig economy • Energy, with a focus on new technologies and diversifying the energy mix • Tourism and Hospitality

	<ul style="list-style-type: none"> • Food, Beverages, Agro-processing, and agribusiness • Construction and Infrastructure • Financial services • Cultural and creative services • Industrial Cannabis
Source of data	Signed commitment list from the previous financial year / Grants Approval List
Method of Calculation / Assessment	Sum of the total rand value of committed grants divided by total budget allocated at the beginning of the financial year for the for grants, to determine the percentage of committed grants
Means of verification	Management and/ or Board Committee Resolutions
Assumptions	Grant applications committed
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All Gauteng Regions
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable:</u> 100% of approved grants committed
Indicator Responsibility	COO

Indicator Title	Percentage rate of committed grants disbursed
Definition	<p>This indicator is measuring grants disbursed.</p> <p>Disbursement means the payment of money for committed grant applications.</p> <p>The disbursed grants will include grants committed but not disbursed in the previous financial year.</p>
Source of data	Grants approval list / Disbursement Report / Signed commitment list

Method of Calculation / Assessment	Sum of the total monetary value of disbursed committed grants (excluding grants for informal traders) divided the total monetary value of committed grants (excluding grants for informal traders), to determine the disbursement rate
Means of verification	Signed commitment list from the previous financial year, Management / Board Committee Resolutions and Proof of Payments
Assumptions	Committed grants disbursed. Limited to Budgeted funds
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	All Gauteng Regions
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable.</u> 90% of approved grants disbursed
Indicator Responsibility	COO

Indicator Title	Percentage of grants committed for informal traders
Definition	This indicator measures grants that are committed for informal traders. Informal traders are unregistered (with CIPC) enterprises in the unaccounted sectors of the economy. Examples of informal traders include spaza shops, hawkers, and pavement sellers / as per GIBUS. The committed grants will also include those that were committed but not disbursed in the previous financial year.
Source of data	Signed commitment list from the previous financial year / Informal Traders Grants Approval List
Method of Calculation / Assessment	Sum of rand value of committed informal traders grants divided total budget allocated at the beginning of the financial year for informal traders grants, to determine the percentage of grants committed for informal businesses
Means of verification	Management and/ or Board Committee Resolutions
Assumptions	Grant funding committed

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Across all Gauteng regions.
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher than targeted performance is desirable 100% of approved Grants for informal businesses committed
Indicator Responsibility	COO

PROGRAMME 3: ENTERPRISE SUPPORT AND REGIONAL OPERATIONS

Indicator Title	Percentage of Business Development Interventions committed for small enterprises
Definition	<p>This indicator is measuring the rand value invested on Business Development Interventions against allocated budget</p> <p>Business Development initiatives committed are in line with Section 4 (2) (a) of the GEP Act, include, but not limited to the following:</p> <ul style="list-style-type: none"> (i) assisting with business plans; (ii) accounting and legal services; (iii) computer and other skills training; (iv) tender information and advice; (v) access to government information and incentives; (vi) import and export advice; (vii) manufacturing advice; and (vii) assistance with client relations, marketing, and research. <p>Small enterprises to benefit from the Business Development initiatives include those in the priority sectors and /or high growth sectors i.e.</p> <p>Automotive, Aerospace and Defence</p> <ul style="list-style-type: none"> • Transportation and logistics • ICT and digital services with a focus on the gig economy • Energy, with a focus on new technologies and diversifying the energy mix • Tourism and Hospitality • Food, Beverages, Agro-processing, and agribusiness • Construction and Infrastructure

	<ul style="list-style-type: none"> Financial services Cultural and creative services Industrial Cannabis <p>The committed Business Development initiatives will also include initiatives committed but not disbursed in the last quarter of the previous financial year.</p>
Source of data	Signed commitment list from the previous financial year / Business Development Support Approval List
Method of Calculation / Assessment	Sum of the rand value of Business Development initiatives committed divided by total budget allocated at the beginning of the financial year for Business Development interventions, to determine the percentage of Business Development initiatives committed
Means of verification	Management and/ or Board Committee Resolutions
Assumptions	Management and/ or Board Committee Resolutions Business Development Support interventions committed
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Across all Gauteng regions.
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable.</u> 100% of approved Business Development interventions committed
Indicator Responsibility	COO

Indicator Title	Percentage of Enterprise Supplier development Interventions committed for small enterprises
Definition	<p>This indicator is measuring the rand value invested on Enterprise Supplier development Interventions against allocated budget</p> <p>Enterprise Supplier development will cover interventions such as:</p> <ul style="list-style-type: none"> Product testing and certification Quality management systems

	<ul style="list-style-type: none"> • Legal • Financial management systems • Product enhancement or product development • Process technology acquisition • Marketing and branding <p>Small enterprises to benefit from the enterprise supplier development Interventions include those in the priority sectors and /or high growth sectors i.e. Automotive, Aerospace and Defence, chemicals, clothing and textiles, leather and footwear and construction.</p> <p>The committed enterprise supplier development Interventions will also include initiatives committed but not disbursed in the last quarter of the previous financial year.</p>
Source of data	Signed commitment list from the previous financial year / Enterprise Supplier development Interventions Approval List
Method of Calculation / Assessment	Sum of the rand value of Enterprise Supplier development Interventions committed divided by total budget allocated at the beginning of the financial year for Enterprise Supplier development Interventions, to determine the percentage of Enterprise Supplier development Interventions committed
Means of verification	Management and/ or Board Committee Resolutions
Assumptions	Management and/ or Board Committee Resolutions Enterprise Supplier development interventions committed
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Across all Gauteng regions.
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable.</u> 100% of approved Enterprise Supplier development interventions committed
Indicator Responsibility	COO

Indicator Title	Percentage of Retail Support Interventions committed for small enterprises
Definition	This indicator is measuring the rand value invested on Retail Support Interventions against allocated budget The committed Retail Support initiatives will also include initiatives committed but not disbursed in the last quarter of the previous financial year.
Source of data	Signed commitment list from the previous financial year / Retail Support Approval List
Method of Calculation / Assessment	Sum of the rand value of Retail Support initiatives committed divided by total budget allocated at the beginning of the financial year for Retail Support interventions, to determine the percentage of Retail Support initiatives committed
Means of verification	Management and/ or Board Committee Resolutions
Assumptions	Management and/ or Board Committee Resolutions Retail Support interventions committed
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Across all Gauteng regions.
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	<u>Higher than targeted performance is desirable.</u> 100% of approved Retail Support interventions committed
Indicator Responsibility	COO

Indicator Title	Number of youths benefitted from the Youth Accelerator Programme
Definition	This indicator is measuring the number of youths approved for the Youth Accelerator Programme supported through training / job placement opportunities. Youth is an adult below age of 35 at the time of approval for placement in the Programme.
Source of data	GEP performance reports.

Method of Calculation / Assessment	Simple count of the number of youths benefitting from the Youth Accelerator Programme.
Means of verification	Placement letter / Contract and Identity Document / Training / stipends report
Assumptions	Positive responses by sector participants and beneficiaries.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ 100% youth ▪ 50% women
Spatial Transformation (where applicable)	Across all Gauteng regions.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	<u>Higher than targeted performance is desirable.</u> 100 youths benefitting from the Youth Accelerator Programme in 2025/26.
Indicator Responsibility	COO

PROGRAMME 4: RESOURCE MOBILISATION AND INDUSTRIAL FINANCING

Indicator Title	Collection rate of the Loan Book
Definition	<p>This indicator measures the collection rate against the active (loans that are not handed over to Legal) loan book.</p> <p>Collection is the money collected from due debts on the GEP Loan Book</p> <p>Loan Book is the collective value of the loans owed to GEP.</p>
Source of data	Debtors Report, Age Analysis Report and Net Present Value Report
Method of Calculation / Assessment	Sum of paid due debts on the GEP active Loan Book divided by the total due debts on the GEP active Loan Book, to determine the collection rate
Means of verification	Debtors Report
Assumptions	Due debts on GEP active Loan Book collected

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	45% collection rate of the Loan Book
Indicator Responsibility	CFO

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

Not applicable to the Gauteng Enterprise Propeller.

ANNEXURE B: CONDITIONAL GRANTS

Not applicable to the Gauteng Enterprise Propeller.

ANNEXURE C: CONSOLIDATED INDICATORS

Not applicable to the Gauteng Enterprise Propeller.

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

Not applicable to the Gauteng Enterprise Propeller.

9. INFRASTRUCTURE PROJECTS

Not applicable to the Gauteng Enterprise Propeller.