





## RBIDZ QUARTERLY PERFORMANCE REPORT: 2025/2026 APP

**Public Entity:** RICHARDS BAY INDUSTRIAL DEVELOPMENT ZONE




**Quarterly Performance Report for Financial Year:** 2025/2026 as at end of Quarter 1


### Programme 1: Administration

#### Sub-Programme: Office of the CEO




Outcomes	Outputs	Output Indicators	Annual Target for 2025/26 as per the APP	Quarter 1 Planned Targets as per APP	Preliminary Output	Reasons for Variance	Challenges	Corrective Actions to Address Challenges	Implementation Date	Validated Actual Output	Status
Inclusive economic growth	Economic Development and Transformation Strategy	Number of the transformation strategy implemented	10	3	8	Over achievement due to number of initiatives commenced	N/A	N/A	N/A	Target Achieved	
Job creation	Jobs Created	Number of labour desk initiatives implemented	12	3	4	Additional request by Contractor to workshop new sub-contractors on site	N/A	N/A	N/A	Target Achieved	
		Number of jobs created by RBIDZ operations	83	15	36	Over-achievement due to different project / programs implemented by different BUs	N/A	N/A	N/A	Target Achieved	
Commercialization	Financial sustainability	Percentage of the financial sustainability plan implemented	100%	25%	0%	Reconsideration of this KIP as it was not deemed to be realistic and attainable at this stage	Due to some projects requiring operational processes, KIP has been reallocated into the AOP	To be removed in the 2025/26 APP	31 July 2025	Target not achieved	
Total Targets	4										
Achieved	3	75%									
Not Achieved	1	25%									

## Sub-Programme: Finance





Outcomes	Outputs	Output Indicators	Annual Target for 2025/26 as per the APP	Quarter 1 Planned Targets as per APP	Preliminary Output	Reasons for Variance	Challenges	Corrective Actions to Address Challenges	Implementation Date	Validated Actual Output	Status
Commercialization	Commercialised Infrastructure	Return On Investment baseline determined for each developed zone	10%	<p>Assess the ability of the current ERP system to manage the cost and income allocations per Zone</p> <p>Identify the direct and indirect components in order to determine the P/L per zone.</p>	<p>Assessment was done, and gaps were identified on the ERP system for cost and income allocation. Meetings were held with Technolibra and ICT team to discuss entity requirements for a costing/project module. It was further suggested that there be an internal meeting to gather the requirements from other users of the project module.</p> <p>The Finance Team met to assess the structure of the GL accounts and how the income and expenditure can be captured to assist in generating an income statement for each Phase. This resulted in all transactions in the ERP having to be captured up to the Phase dimension. The Technolibra team was requested to assist with this implementation.</p>	N/A	N/A	N/A	N/A	Target Achieved	
	Financial Sustainability	Percentage of income to cover operational costs (40% own income generated in 5 years)	15%	3%	3.42%	N/A	N/A	N/A	N/A	Target Achieved	
		Percentage of the financial sustainability plan implemented	100%	25%	47%	Many of the activities need to be implemented congruently. There are also	N/A	N/A	N/A	Target Achieved	

						activities that were already started by 01 April 2025 as the implementation of the plan started in the previous financial year					
<b>Inclusive economic growth</b>	Economic Empowerment And Transformation	2.1.1 Number of businesses owned by previously marginalized groups supported - - Businesses Owned by Women (20) - Businesses Owned by Youth (15) and - Businesses Owned by People with Disabilities (10)	45	10	10 4-BOW 3-BOY 3-BOD	N/A	N/A	N/A	N/A	Target Achieved	
<b>Total Targets</b>	4										
<b>Achieved</b>	4	100%									
<b>Not Achieved</b>	0	0%									


## Sub-Programme: Corporate Services



Outcomes	Outputs	Output Indicators	Annual Target for 2025/26 as per the APP	Quarter 1 Planned Targets as per APP	Preliminary Output	Reasons for Variance	Challenges	Corrective Actions to Address Challenges	Implementation Date	Validated Actual Output	Status
Inclusive economic growth	Youth Skills Development	Percentage of Youth Skills Development Initiatives Implemented	100%	25%	25%	N/A	N/A	N/A	N/A	Target Achieved	
Commercialisation	Approval of the ICT Commercialisation Strategy	ICT Commercialisation Strategy approved by Board	Approved ICT Commercialisation Strategy	Approved ICT Commercialisation Strategy	ICT Commercialisation Strategy was not approved in Q1	Board requested that ICT develop 2 Sub-documents; Implement plan and Market penetration strategy	Board requested that ICT develop 2 Sub-documents over and above ICT Commercialisation Strategy	Sub-documents to be submitted to July board	31 July 25	Target not Achieved	
	Implementation of the ICT commercialisation strategy initiatives	Percentage of the ICT commercialisation strategy initiatives implemented	50%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Financial Sustainability	Percentage of the financial sustainability plan implemented	100% of Y1	25%	0%	ICT Commercialisation Strategy was not approved in Q1	The Board requested that ICT develop 2 Sub-documents; Implement plan and Market penetration strategy	Sub-document to be submitted to July board	31 July 25	Target not Achieved	
						The benchmarking for the OHS Centre was not conducted	Finalisation of the benchmarking questionnaires	Finalise the benchmarking questionnaire	30 September 2022		
Total Targets	3										
Achieved	1	33.3%									
Not Achieved	2	66.7%									

## Programme 2: Zone Development and Operations

Outcomes	Outputs	Output Indicators	Annual Target for 2025/26 as per the APP	Quarter 1 Planned Targets as per APP	Preliminary Output	Reasons for Variance	Challenges	Corrective Actions to Address Challenges	Implementation Date	Validated Actual Output	Status
<b>Land and infrastructure development</b>	Acquisition of land	Number of hectares of land acquired	20ha	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Infrastructure developed	Rand value of infrastructure developed	R787 million	Funding application	Funding application was sent to the dtic	N/A	N/A	N/A	N/A	Target Achieved	
	Functional Top Structures	Number of functional top structures developed by RBIDZ	2	Engagement with landowners	Engagement with Senzo Esihle Development  Engagement with RBTTA	N/A	N/A	N/A	N/A	Target Achieved	
<b>Job creation</b>	Job created	Number of construction jobs created	500	150	116	Slow progress of work on site due to shortage of funds to proceed smoothly with Prostar and Bote project	Funding application not yet approved	Application for Additional Funding has been submitted to the dtic for both Prostar and Bote Projects. On VO approval the work will peak up on site with the addition of the Subcontractors	30 Sept 25	Target Not Achieved	
<b>Commercialisation</b>	Financial sustainability	Percentage of financial sustainability plan implemented	100%	0%	0%	Reconsideration of this KIP as it was not deemed to be realistic and attainable at this stage	Due to some projects requiring operational processes, KIP has been reallocated into the AOP	To be removed in the 2025/26 APP	31 July 2025	Target Not Achieved	
<b>Total Targets</b>	4										
<b>Achieved</b>	2	50%									
<b>Not Achieved</b>	2	50%									

### Programme 3: Business Development and Support

Outcomes	Outputs	Output Indicators	Annual Target for 2025/26 as per the APP	Quarter 1 Planned Targets as per APP	Preliminary Output	Reasons for Variance	Challenges	Corrective Actions to Address Challenges	Implementation Date	Validated Actual Output	Status
Operational investment	Investments	Cost of pre-development activities, infrastructure building and machinery	R180 million	N/A	R11 749 701,73	N/A	N/A	N/A	N/A	N/A	Year-end Target
	Investor retention	Percentage of investor retention plans implemented	100%	25%	0%	Although all plans are in place, they are not fully developed due to delays in investors finalising their needs, which will become activities in our plans. Secondly the delay in commissioning and handing over of projects that are under construction e.g. Wilmar		Finalise matters that need Board approval – Lovemore project. Customer survey SCM project to be activated in Q2 due to fiscal constraints.	30 August 2025	Target Achieved	
Inclusive economic growth	Investments approved by the Board	Rand value of investments approved by the Board	R100 million	N/A	R62 million	N/A	N/A	N/A	N/A	N/A	Year-end Target
	Investment value of Black Industrialist investment approved by the Board	Rand Value of black industrialist approved by the Board	R40 million	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Black owned businesses supported through the Economic Development Programme	Number of black owned businesses on the enterprise development programme	4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Business Linkages created for Nalithemba beneficiaries	Number of linkages created for 5 enterprise development programme beneficiaries	5	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

<b>Commercialisation</b>	Financial Sustainability	Percentage of the financial sustainability plan implemented	100%	25%	40%	2x financial sustainability initiatives (business model and review of lease management) were undertaken in Q1 and are ahead of schedule	N/A	N/A	N/A	Target Achieved	
<b>Job creation</b>	Job created	Number of operational jobs created by investor	170	30	18	Wilmar commissioning date revised to October 2025 due to slow productivity on site and contractor abandoning site and necessitating the appointment of a new contractor. Nyanza financial close expected in October 2025. Nyanza has secured approximately 50% of the required funding. Remaining funders will be presenting final funding decisions to committees between July and September 2025. Prostar construction work has stopped due to contractual issues. BOTE has experienced delays in construction due to the requirement for additional funding.		a) Prostar: the initial completion of construction was June 2024 and has been moved to December 2025 due to the following reasons: -Project requires additional funding, and the application has to be submitted by ZDO to the dtic. As a result, the variation orders of the project have not been paid -Delays due to inclement weather, labour disputes over labour rates.  B) BOTE: Project requires additional	30 September 2025	Target Not Achieved	

								<p>funding, and the application has to be submitted by ZDO to the dtic. As a result, the variation orders of the project have not been paid.</p> <p>c)Wimar: The project has experienced several challenges as follows:</p> <ul style="list-style-type: none"><li>·Strike action by labour forums, which led to the shutdown of the site for a period close to a month,</li><li>·Slow progress on site due to slow progress by the contractors. The mechanical subcontractor abandoned the site in March 2024 after negative cash flow on the project due to slow progress. The new mechanical subcontractors were appointed in March 2024 and commenced work in April 2024. Investor</li></ul>			
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								was granted an extension to further postpone the full commissioning date from March 2024 to December 2024 ·The investor has formally requested an extension to complete Phase 2 of the project to October 2025.			
Total Targets	3										
Achieved	1	33.3%									
Not Achieved	2	66.7%									
Q1 Achievement	Number of Targets	% Achieved	Q2 Achievement	Number of Target	% Achieved	Q3 Achievement	Number of Target	% Achieved	Q4 Achievem ent	Number of Target	% Achieved
Targets	18		Targets			Targets			Targets		
Achieved	11	61%	Achieved			Achieved			Achieved		
Not Achieved	7	39%	Not Achieved			Not Achieved			Not Achieved		

Full Name\_\_\_\_\_

Designation\_\_\_\_\_

Signature\_\_\_\_\_

Date\_\_\_\_\_