



The Terms of Reference for the Mogale City Business Forum

An advisory and consultative structure to support economic development and strategic investments across the City

10th December 2025

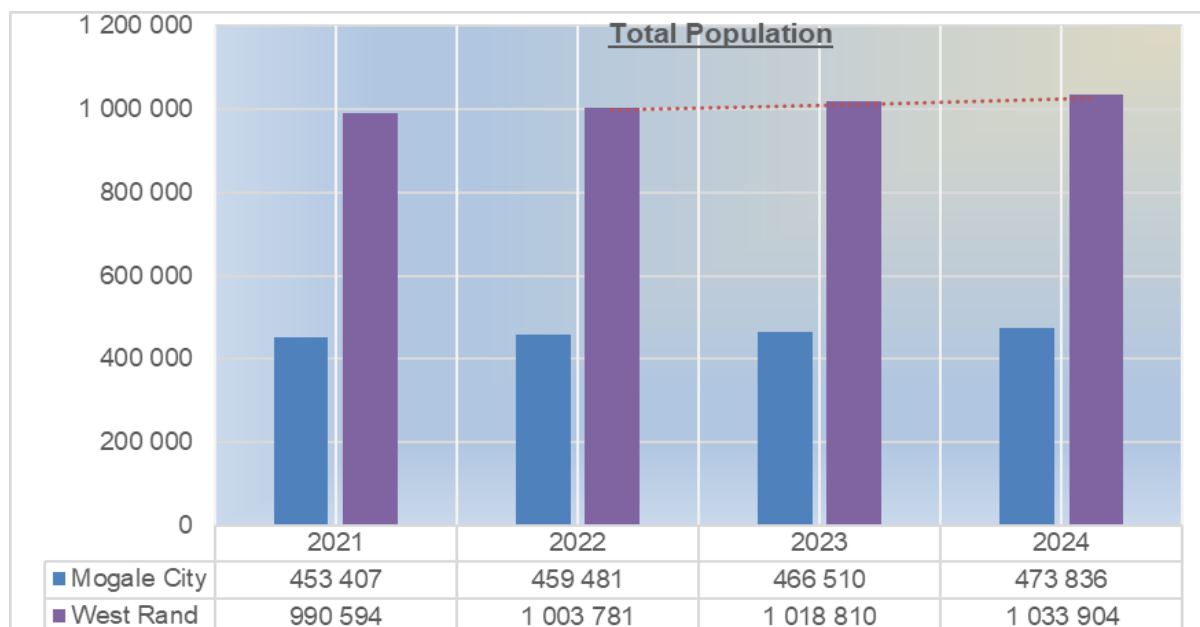
1. PURPOSE

This document sets out the Terms of Reference for the composition, establishment and operation of a Citywide Business Forum that will function both as oversight and advisory mechanism towards the successful implementation of various strategic economic development and investment programmes across Mogale City.

2. BACKGROUND CONTEXT

Mogale City Local Municipality is one of the three local municipalities that constitute the West Rand District Municipality. Mogale City is the most populated municipality, accounting for almost half the population (46.6%) of the West Rand district. The remainder of the population is accounted by Rand West City (31.8%) and Merafong City (21.6%). Mogale City has a population of approximately 474,000 people. This sizeable population provides a substantial consumer base for businesses and investors if harnessed properly and supported by a robust economic development programme.

Total population - Mogale City and the rest of West Rand, 2025



Source: South Africa Regional eXplorer v2375.

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In respect of economic development, Mogale City intends to drive the modernization and diversification of its businesses to ensure that the following dynamic sectors are well supported: finance and business services, trade and tourism, manufacturing, property development/ construction, and agriculture. Cutting across all these sectors in the role of infrastructure development as an enabler.

Given its largest share of the economy and population (both accounting for nearly 50%), Mogale City's strategic contribution to the regional economy needs enhancing and supporting. One institutional instrument of doing that is the Mogale City Business Forum.

3. MOGALE CITY BUSINESS FORUM

3.1 Purpose

The overall purpose of the MC BF is three-fold, namely:

- a) To serve as a multi representative, collective and united body of business formations across Mogale City;
- b) To become a legitimate institutional and coordination instrument through which the City, government and other development institutions would be able to engage with business formations in Mogale, and
- c) To provide guidance, oversight and advisory support towards the effective and successful development and implementation of various economic development and investment programmes across the City.

3.2 Functional Responsibilities

As a representative and output focused team, the MCBF's functional responsibilities are to:

- Assist in overseeing the implementation of Mogale City's Investment Prospectus¹;

¹ The Municipal Investment Prospectus is attached as Annexure "A".

- Assist in overseeing the implementation of the Mogale City Chapter of the Gauteng Investment Booklet²;
- Provide a platform for dialogue amongst all the role players in the economic development and investment disciplines across Mogale City;
- Provide an opportunity for a wide discussion on key issues of regional importance in economic development;
- Provide business and economic development advice on financial and funding resource requirements needed for the implementation of the Prospectus and Booklet;
- Advise on monitoring the progress of implementation;
- Liaise, consult and advocate with key stakeholders/ decision makers/ funders/ financiers to ensure that the outcomes outlined in the prospectus and booklet are achieved;
- Input into the development of mainly – but not only - the City's Economic Development Strategy, Municipal Revenue Enhancement Programmes, Infrastructure Development Master Plans and the Integrated Waster Management Plan
- Advocate for the integration of economic development outcomes with other regional strategies, and
- Assist in reviewing the scope of the MCBF should operational circumstances dictate so – particular during the Mid Term period.

3.1.2 The Composition

The MCBF will be comprised of representation from:

a) The Permanent Members:

Mogale City	Representation
	<ul style="list-style-type: none"> ♦ The Executive Mayor of Mogale City (The Chairperson), ♦ The Member of the Mayoral Committee for Economic Development (The Deputy Chairperson) ♦ Members of the Mayoral Committee for Service Delivery Departments (Infrastructure, Strategic Investments Programme, Community Development, and Integrated Environmental Management), ♦ Respective Top Management Team in Economic Development, Infrastructure Development, Community Development, and Integrated Environmental Management,
External	<ul style="list-style-type: none"> ♦ West Rand Chamber of Commerce and Industries ♦ Small, Medium and Micro Enterprises Task Team

² The Gauteng Investment Booklet is attached as Annexure "B".

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- ♦ Organised Township Business Formation: Kagiso Complex, Munsieville, Hekpoort, Muldersdrift, Magaliesburg and Tarlton
 - ♦ Local Tourism Associations
 - ♦ Mogale City Top 20 Business Representation
 - ♦ Mogale City Top 20 Developers
 - ♦ Regional Banking Association
 - ♦ Any additional member that the permanent deem necessary
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The number of the Permanent Members can be changed, increased or decreased with the agreement of the MCBF. The Permanent Members can also change the MCBF ToRs should this be deemed necessary for the proper management and functioning of the Forum.

At least one person, and an alternate must be nominated by the organisation they represent. Such a nomination must be done in writing to the Chairperson of the Forum.

b) Invited Members (and is variable):

- ♦ National and/ or Provincial Government Departments;
- ♦ Donors (Local or International)
- ♦ Stakeholders Fora Representation;
- ♦ Commercial Banks (ABSA, FNB, Standard Bank, Capitec)
- ♦ Development Finance Institutions (eg DBSA, IDC, NEF, SEDFA, Land Bank);
- ♦ Development Agencies (eg GGDA, GIFA, GEP, GTA, MISA)
- ♦ Any other players, structures or agencies deemed useful by the Forum.

3.1.3 Frequency of Meetings

The MCBF should meet quarterly, and more frequently as and when the need arises.

3.1.4 Secretariat Services

The MCBF will be supported by a secretariat consisting of officials from the Departments of Economic Development and Strategic Investments Programme – whose functions will entail:

- Issuing the appropriate time notices and relevant documentation for the Forum meetings seven days in advance.
- Record and produce minutes of the meetings timeously.
- Rendering all other administrative support to the Forum.

The EDS shall be responsible for feedback to other Committees of Council and the Mayoral Committee.

3.1.5 Convocation

- The Chairperson convenes the Forum, in writing, at least 10 (ten) days before the date of the meeting;
- Under special circumstances and needs, the Chairperson or at least 2 (two) of the permanent members, may request the convocation of the Forum;
- The convocation note should indicate the date, time and place of the meeting including the agenda as well as the necessary documentation. It must also include the list of temporary members invited;
- The Secretariat prepares the list of invitees to the Forum based on indication from the permanent members;
- Permanent members can request, in writing, to postpone the meeting or delegate their representation to the alternative member appointed by their respective organisations; and
- Any member who does not attend three meetings in a row will be terminated and not be invited to attend any further meetings unless a written notice and explanation is forwarded to the Chairperson of the Forum.

3.1.6 Validity

- In the absence of the Chairman the Vice-Chairman would serve as the Chairman at any meeting in order to ensure that the meeting are quorid and validly constituted.
- The Vice-Chairman, in such circumstances will be deemed to have all the powers and functions associated with the position of the Chairman.

3.1.7 Deliberations and Duties

The permanent members deliberate and agree by consensus. Where consensus cannot be reached, a decision will be made by majority voting or the Chairperson makes the decision.

In respect of duties, the following procedures will apply:

- Members shall be committed to rendering support and partake in debates in good faith;
 - Members shall carefully analyse and interrogate all reports; documents and deliverables brought before the Forum and shall endeavour to comment on these timeously;
 - All members shall have the obligation of providing feedback to their respective constituencies and members of their associations/ chambers on discussions and issues discussed or communicated at the Forum;
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