NATIONAL EMPOWERMENT FUND ANNUAL PERFORMANCE PLAN



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1 EXECUTIVE AUTHORITY STATEMENT



The development of this Annual Performance Plan (APP) marks 30 years of democratically elected government in South Africa, an important milestone which signifies maturity – the formation of the Government of National Unity (GNU) bears testimony. The priorities of this APP are derived from the strategic goals and objectives stated in the Strategic Plan (2024–2029). The NEF's Key Performance Indicators and targets are linked to those contained in the priorities of **the dtic**, Economic Cluster and Medium-Term Development Plan (MTDP). During the Financial year 2025/26, the NEF's efforts will channelled towards supporting the following MTDP priorities:

- 1. Inclusive Economic Growth and Job Creation
- 2. Reducing Poverty and Addressing the High Cost of Living
- 3. Establishing a Capable, Ethical, and Developmental State

At **the dtic** level, the NEF's APP is geared to support inclusive growth and industries that are integral in championing decarbonisation, diversification, and digitization. At the same time, it has been acknowledged that it will not be possible to shift the economy toward the 3Ds without addressing the existing economic constraint. As such, implementation of this APP will also be focused on supporting access to affordable financing to stimulate SMEs development, deconcentrate markets and improve global competitiveness of the South African industries.

To intrench transformation, the NEF has identified the following five outcomes:

- Transformation
- Investment Stimulus
- Structural Reforms
- Induced Demand
- High Growth and Labour Absorbent Sectors
- Development of Capable State

To achieve these outcomes, the NEF will amplify its investment activities in targeted areas particularly rural and township areas as well as targets group of people such as women, youth and people with disability. Despite significant stride made over the years, a lot of work still needs to be done to ensure entrenchment and sustainable participation of aspiring and viable enterprises owned and managed by Black entrepreneurs across all sectors of the economy.

In the coming year, the NEF will intensify its investment efforts beyond the five major metropolitan areas, aiming to drive structural reforms and invigorate economic activities within townships and rural regions. This initiative is crucial, as a significant portion of the Black population continues to endure poverty in these areas due to limited economic opportunities.

I extend my commendation to the NEF's leadership for sustaining the organization's selfsufficiency over the past decade.

With full confidence, I endorse the NEF Annual Performance Plan and pledge my commitment to its successful implementation.

Mr Parks Tau, MP Minister of Trade, Industry and Competition Date: 07 / 04 / 2025

2 ACCOUNTING OFFICER STATEMENT



This annual performance plan (APP) has been developed by the National Empowerment Fund and represents the first to be developed under the new administration. It sheds light on the targets the NEF aspires to achieve in upcoming financial year as well as the description of outputs, indicators, and methods of measurement. At an operational and implementation level, this APP will be guided by the new Strategic Plan and our mandate as detailed in the National Empowerment Fund Act. It will also take into consideration, **the dtic's** three key objectives of Industrialisation, Transformation and Capable State, and thus the detailed outputs which contribute to these.

The country's severe socioeconomic problems, such as high unemployment rates, especially among young people, as well as ongoing poverty, inequality, and structural economic barriers that prevent inclusive growth and long-term job creation, have prompted the development of this strategic plan. Decarbonization, diversification, and digitization—the "3Ds"—are identified as strategic priority areas in the Department of Trade, Industry, and Competition's (**the dtic**) industrial policy, and the NEF is steadfastly devoted to coordinating its efforts with these priorities. Recognizing the global movement towards digitally

As the economy moves toward the 3Ds of decarbonization, diversification, and digitization, it is crucial to ensure that Black people are not left behind once more, even though the NEF's major goal is still to alter South Africa's economy. With the goal of lowering the difficulties faced by the majority of South Africans living in poverty, we intend to place SMEs run and owned by Black entrepreneurs at the centre of this shift by providing them with a range of tools and interventions to promote inclusive growth and job creation.

National Empowerment Fund

In its formative years, the NEF's investment activities were primarily funded through capital allocations from government. However, for more than a decade, the NEF has not received recapitalisation from the fiscus and has instead relied on reflows from its existing investments, placing considerable pressure on its capital base. To mitigate this, the NEF's Enterprise Development (ED) Funding strategy has played a critical role in mobilising capital, particularly in light of the limitations imposed by its classification as a Schedule 3A entity under the Public Finance Management Act (PFMA), which prohibits access to capital markets for borrowing. Despite these constraints, recent commitments from **the dtic** are expected to strengthen the NEF's ability to deliver on its mandate. Furthermore, the NEF continues to engage with both public and private stakeholders who are aligned with its vision of fostering inclusive economic growth

At the NEF, we hold the view that black economic empowerment is not solely about addressing historical inequities, but rather serves as a practical and forward-looking strategy to unlock the country's full economic potential, promote industrialisation, generate employment, and ensure the meaningful inclusion of the majority Black population in the mainstream economy

South Africa continues to grapple with deeply rooted economic disparities, most evident in townships and rural areas, where the enduring legacy of racially based economic exclusion remains stark. Historically, Black communities were systematically relegated to regions with limited economic infrastructure, far removed from the urban centres and industrial nodes that drive growth. Consequently, many individuals in these areas continue to face challenges such as financial illiteracy, limited business acumen, and constrained access to capital—factors that contribute to persistent unemployment and economic marginalisation. In alignment with its developmental mandate, the National Empowerment Fund remains steadfast in its commitment to advancing inclusive economic participation. In the years ahead, the NEF will intensify efforts to direct resources towards empowering Black South Africans, particularly within townships and rural communities, to foster active citizenship and meaningful involvement in the economy

The focus on driving economic activity boosting industrialisation will also be facilitated through the focus on funding businesses operating in Special Economic Zones and Industrial Parks We are reaffirming our dedication to supporting women-owned enterprises and broadening our inclusivity agenda to include businesses owned by youth and persons with disabilities— collectively targeting 50% of our total investments. This financial support will be complemented

interventions, including entrepreneurial training, investor education, and social facilitation initiatives.

This APP reflects the unwavering resolve of the NEF in championing the economic participation of Black people in the mainstream economy. In preparing the APP, the internal operating environment was considered with factors such as the organisation's current available resources, both financial and human, as well as the external operating environment which covers the socio-economic and legislative developments. The successful delivery of the strategic outcomes entailed on this APP will depend largely on the availability of financial resources, the employees, leadership of the NEF as well as the support of the Honourable Minister Tau. The NEF is committed to the successful implementation of this APP.

Name: Mr Mziwabantu Dayimani

Mayimani Signature:

Rank: Chief Executive Officer

3 OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the National Empowerment Fund under the guidance of the Minister of Trade, Industry and Competition
- Consider all the relevant policies, legislation, and other mandates for which the National Empowerment Fund is responsible.
- Accurately reflects the Impact, Outcomes, and Outputs which the National Empowerment Fund will endeavour to achieve in the 2025/26 financial year.

Mr Andile Stemela: Signature: -

Divisional Executive: Strategy, Planning and Significant Investments

Mr Phumudzo Siphuma: Signature: --

Chief Financial Officer

Mr Mziwabantu Dayimani: Signature: --

Chief Executive Officer

Ms Philile Mbokazi: Signature:

Acting Board Chairperson

Mr Parks Tau, MP: Signature: -

Minister of Trade, Industry and Competition

4 OUR MANDATE

4.1 Constitutional Mandate

The existence of the NEF as a creature of statute is validated and certified by Section 9 of the Constitution of the Republic of South Africa, 1996, which asserts that "equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons, or categories of persons, disadvantaged by unfair discrimination may be taken".

Deriving from this constitutional injunction, the NEF Act of 1998 empowers the development financier "to establish structures and mechanisms to redress the inequalities brought about by apartheid by facilitating the broader economic ownership by historically disadvantaged persons".

4.2 Legislative and Policy Mandate

The NEF reports to Parliament through the Minister of **the dtic**. The work of the NEF is governed by a broad legislative framework, as outlined below:

#	Act	Purpose of Act	
1.	National	To establish a trust and its objects for the promotion and	
	Empowerment	facilitation of economic ownership of income-generating assets	
	Fund Act, No.	by historically disadvantaged persons; to establish mechanisms	
	105 of 1998	to redress historic inequalities and structures to attain the objects	
		of the trust; to provide for the control, management and the	
		dissolution of the trust; and to provide for matters incidental	
		thereto.	
2.	Broad-Based	To establish a legislative framework for the promotion of black	
Black econo		economic empowerment; to empower the Minister to issue codes	
	Economic	of good practice and to publish transformation charters; to establish	
	Empowerment	the Black Economic Empowerment Advisory Council; and to	
	Act, No. 53 of	provide for matters connected therewith.	
	2003		

3.	The Public	To regulate financial management in the national government and
	Finance	provincial governments; to ensure that all revenue, expenditure,
	Management	assets and liabilities of those governments are managed efficiently
	Act (PFMA)	and effectively; to provide for the responsibilities of persons
	Act, No.1 of	entrusted with financial management in those governments; and to
	1999	provide for matters connected therewith.
4.	Companies	To create flexibility and simplicity in the formation and maintenance
	Act No. 71 of	of companies; encouraging transparency and high standards of
	2008	corporate governance as appropriate, given the significant role of
		enterprises within the social and economic life of the nation.
5.	Financial	To establish a Financial Intelligence Centre and a Money
	Intelligence	Laundering Advisory Council in order to combat money laundering
	Centre Act 38	activities and the financing of terrorist and related activities; to
	of 2001	impose certain duties on institutions and other persons who might
		be used for money laundering purposes and the financing of
		terrorist and related activities. As a money remitter, the National
		Empowerment Fund is an Accountable Institution in terms of FICA
		and the Act contains stringent requirements with which we are
		obliged to comply.
6.	Employment	The purpose of the Act is to achieve equity in the workplace, by
0.	Equity Act 55	Promoting equal opportunity and fair treatment in employment
	of 1998	through the elimination of unfair discrimination.
	01 1000	
	Protection of	The purpose of the Act is to promote the right to privacy in the
7.	FIOLECTION	The purpose of the net is to promote the right to privacy in the
7.	Personal	Constitution, while at the same time protecting the flow of
7.		
7.	Personal	Constitution, while at the same time protecting the flow of
7.	Personal Information	Constitution, while at the same time protecting the flow of information and advancing the right of access to and protection of
7.	Personal Information	Constitution, while at the same time protecting the flow of information and advancing the right of access to and protection of information. As a DFI and an employer we are expected to balance
7.	Personal Information	Constitution, while at the same time protecting the flow of information and advancing the right of access to and protection of information. As a DFI and an employer we are expected to balance the need to use personal date for business requirements with the
7.	Personal Information	Constitution, while at the same time protecting the flow of information and advancing the right of access to and protection of information. As a DFI and an employer we are expected to balance the need to use personal date for business requirements with the rights of the individuals to privacy in the form of their personal

4.3 Institutional Policies and Strategies

4.3.1 Institutional policies

The NEF has 90 policies and procedures, below are a few:

Institutional policies	Purpose
1. Whistle Blowing Policy	The purpose of this policy is to provide a means by which staff are able to raise concerns with appropriate line management, or specific appointed persons where they have reasonable grounds to believe that there is fraud and or corruption within the organisation.
2. Prevention of Fraud & Corruption Policy	The purpose of this Policy is to articulate the NEF's philosophy on prevention of fraud & corruption. The NEF adopts a comprehensive approach to the management of fraud & corruption risk.
3. Disciplinary Policy and Procedure	Ensure that all employees have a clear understanding of and adhere to the conduct expected from them as contained in the Code of Conduct. To provide a regulatory framework for the
4. Leave Policy	efficient management of leave at the NEF.
5. Performance Management Policy	To ensure alignment of individual objectives with the NEF Strategic and Business Plans

 Travel Policy Travel Policy Supply Chain Management Policy 	 as well as formulating employee objectives and expectations. To provide management with a means to effectively control subsistence, travel, and related costs. To ensure the efficient, effective and uniform
	preferential procurement of all services and goods as well as good procurement governance through rigorous procurement processes.
8. Compliance Manual	To ensure compliance with regulatory requirements and internal policies and procedures.
9. Anti- Money Laundering Control Policy	To establish principles and measures to protect National Empowerment Fund from being used to launder money.
10. Politically Exposed Persons Policy	To ensure that the NEF applies additional due diligence measures to ensure that there is no undue influence on NEF decisions and also ensure that the NEF considers the reputational and other risks associated with doing business with PEPs.
11. Pricing Policy	To provide users with the elements that make up the NEF's final risk price and to introduce and formalise the NEF's inherent cost of capital, detailed credit risk premium make-up and development discount to be applied in pricing of investments.
12. Credit Risk Policy	To provide credit principles by which the NEF's affected personnel should abide

	to effectively manage and minimise credit
	risk in the process of providing credit to the
	investees of the NEF
13. Conflict Of Interests Policy	To guide employees, EXCO and its
	subcommittees in identifying, managing and
	disclosing conflicts of interest when dealing
	with actual and perceived conflicts of interest
	between the employees of the NEF and its
	applicants, investees, and service providers.
14. Investment Policy	To set out the basis on which investments
	are to be made and ensure that there is
	consistent evaluation of investment projects.
	consistent evaluation of investment projects.
15. Litigation Policy	To provide a formal and documented
	process of collecting NEF's capital and
	revenue through litigation and to further
	outline the principles and general
	procedures.
16. Investment Exit	To provide guidelines for the NEF in
	assessing investment exit events, evaluating
	investment exit options, selecting the
	preferred investment exit mechanism,
	procedures to be followed when the
	organisation wishes to exit an investment.
17. Business Continuity	The framework to guide the NEF to navigate
	disastrous situations and maintain continuity
	in operations.

4.3.2 Institutional strategies

The 7th Administration has outlined three national priorities: inclusive growth and job creation, poverty and cost-of-living reduction, and a capable state. In response, **the dtic** has adopted a strategic framework centred on decarbonisation, diversification, and digitalisation to drive industrial development. Aligned to this, the NEF has crafted six flagship strategies that address systemic barriers and enable transformative economic participation.

The detailed design and implementation approach of each programme is articulated in the Strategic Plan. A brief description of the strategies is expressed below.

Growing Black Industrialists

This strategy drives economic transformation by scaling black-owned enterprises in strategic sectors such as manufacturing, infrastructure, agro-processing, and mining services. It provides large-scale funding solutions, enabling beneficiaries to secure contracts, expand production capacity, and access new markets. The ultimate goal is to unlock R60 billion in private sector funding through the R32 billion invested while generating 155,000 jobs over seven years.

Aggregator Model

The Aggregators Programme supports black-owned intermediaries that consolidate supply and demand across fragmented markets, enabling smaller enterprises to participate in value chains. Through procurement finance and strategic partnerships, it facilitates access to contract opportunities in construction, tourism, manufacturing, and fast-moving consumer goods. This programme creates jobs, scales township-based suppliers, and promotes export competitiveness of black-owned brands.

Green Economy

This programme accelerates investment into renewable energy, energy storage, and lowcarbon manufacturing to position black-owned businesses at the forefront of South Africa's just transition. It supports ventures in solar, wind, biogas, and green hydrogen while catalysing localisation and industrial participation. A key focus is on unlocking climate finance and blended instruments to scale commercially viable, high-impact projects.

Digital Economy

The Digital Economy Programme fosters black participation in digital infrastructure, platformbased services, and tech-enabled enterprises. It prioritises partnerships with the private sector to co-fund scalable digital solutions, including ICT manufacturing, logistics platforms, and township-based innovation hubs. By investing in digital inclusion, the programme drives job creation, innovation, and rural connectivity.

SME and Township

This programme expands access to finance for black-owned SMEs in sectors such as retail, personal services, tourism, and light manufacturing, with a focus on township and rural economies. It leverages existing funds and partnerships to support business expansion, procurement linkages, and service excellence. By targeting high-growth and community-based businesses, the programme promotes job creation and local economic revitalisation.

Natural and Cultural Beneficiation Strategy

This programme promotes inclusive growth through strategic investments in tourism, heritage infrastructure, and the creative industries. It supports landmark projects such as the God's Window Skywalk and Cape Point Film Studios, positioning South Africa as a global destination for film and cultural tourism. Community ownership and transformation in historically exclusive spaces are central to driving broad-based development and sustainable employment.

5 OUR STRATEGIC FOCUS

5.1 NEF Governance and Organisational Structure

5.1.1 Board of Trustees



Mr Mziwabantu Dayimani







Ms Lucretia Khumalo Non-executive Trustee and RPMC Chairperson



Ms Philile Mbokazi Non-executive Trustee and HCRC Chairperson

Executive Trustee and Chief Executive Officer

Non-executive Trustee and BIC Chairperson

Ms Rethabile Nkosi

Ms Thinavhuyo Mpye Non-executive Trustee and AC Chairperson

In accordance with international best practice, and as outlined in the NEF Act, the NEF is governed by to the Board of Trustees that is appointed by **the dtic**. The Board is aided in the discharge of its duties through a range of committees, exercising oversight, setting policy and direction on areas inclusive of audit, risk management, human capital and remuneration, investment, as well as social and ethics matters.

5.1.2 Board Sub-Committees

The Board and its subcommittees hold regular meetings to ensure that these important structures meet their objectives as outlined in the various charters. These guardians of public and institutional trust are the bastion that has ensured that the NEF has continued for successive years to achieve clean external audit opinions.

Risk Portfolio Management Committee (RPMC)	Audit Committee (AC)	Social and Ethics Committee (SEC)
The Committee provides risk governance and independent oversight for the NEF. It assists the Board in fulfilling its risk responsibilities by ensuring the NEF has effective strategies and plans for risk and portfolio management, enhancing its ability to achieve strategic objectives.	The committee helps the Board fulfill its duities by overseeing the financial reporting process, the audit process, the internal control system, and compliance with laws and regulations.	The Committee is a statutory committee established under section 72 and regulation 43 of the Companies Act. It assists the Board in overseeing organizational ethics, responsible corporate citizenship, sustainable development, and stakeholder relationships.
objectives.		
Human Capital and Remuneration Committee (HCRC)	Board Investment Committee (BIC)	Nomination Committee (NOMCO)

In providing oversight and leadership the Board and its subcommittees have maintained unstinting independence and foresight in setting strategies and policies for the organisation, and in supporting the efforts to recapitalise the development financier.

Together with the Audit Committee the Board is central in safeguarding the assets of the institution as well as developing and monitoring adequate and effective systems and control processes. The preparation of financial statements in compliance with all applicable legal and regulatory requirements and accounting standards, is yet another key function of the Board.

In conjunction with the Risk & Portfolio Monitoring Committee (RPMC), the Board also manages the risk universe of the NEF closely, ensuring that proper business risk assessment is carried out and that a risk profile of the organisation is upheld. The Board Investment Committee (BIC) assists the Board, in pursuit of the mandate of the NEF, to assess and where appropriate, to approve such transactions as delegated in terms of the DOA.

Together with the Social & Ethics Committee (SEC) the Board monitors the social and economic development of beneficiary committees, the promotion of equality, the prevention of unfair discrimination and corruption, oversight of the environment, health and public safety, including the impact of the NEF's activities and of its products or services as well as the NEF's employment relationships, its contribution towards the educational development of its employees, gender parity and employee wellness.

Through the Human Capital & Remuneration Committee (HCRC) the Board reviews and sets human capital policies, procedures, structures and all matters relating to the relationship between the NEF and its staff. It also oversees compliance with the human capital policies, procedures and structures regulating the relationship between the NEF and its staff.

5.2 Vision

Our vision is to be the leading provider of innovative transformation solutions for an economically inclusive South Africa. We seek to be the lead financier of B-BBEE investments in the DFI space.

5.3 Mission

The National Empowerment Fund is a catalyst of Broad-Based Black Economic Empowerment in South Africa.

We enable, develop, promote and implement innovative investment and transformation solutions to advance sustainable black economic participation in the economy.

5.4 Values

The values of the NEF are the glue that hold the ethical tapestry of the organisation together. Together these values form the acronym **EMPOWER**, as outlined below:

ETHICS MOTIVATION PERFORMANCE OWNERSHIP WORTHY EXCELLENCE RESPECT

These values are the emblem of the NEF's service to the nation. They stand as a living testament of the NEF's commitment to integrity. Launched in September 2014, the values are accompanied by a pledge that all at the NEF, from Trustees, Executives, managers and all staff, make, as outlined below:

As a member of the NEF family, I hereby solemnly pledge to remain faithful to the values and ethos of the NEF, because as an instrument in the quest for inclusive growth, I recognise that the economic dreams and aspirations of black people depend on my willingness to serve with truth in my heart. In taking the hopes of black economic freedom to greater heights, and growth itself to the skies, I hereby undertake that as a patriot I will perform my call to duty with integrity and honour, with empathy and dedication to excellence, inspired by the vision of a growing and inclusive economy. This is my oath, my vocation, my contract with the nation.

5.5 Key Constraints Limiting Inclusive Economic Growth

The dtic group identified 20 economic constraints as the main area of focus to unlock inclusive economic growth and job creation. Small, Medium, and Enterprises (SMEs) face significant constraints in competing with big businesses due to a complex interplay of economic and structural factors.

5.5.1. Key Economic Constraints to be Addressed by Broader Economic Cluster

- Administration costs (energy & electricity, logistics, parks, fuel, gas) remain disproportionately burdensome for SMEs, which lack the economies of scale that benefit larger corporations.
- Cost of capital/ availability of finance limit growth opportunities for smaller players, often sidelining them from broader economic participation.
- Red tape reduction excessive red tape hinders agility and innovation.
- Up streams inputs high cost of inputs upstream exacerbates competitive disadvantages.
- Illicit imports while illicit imports discourage investment in domestic industries.
- Infrastructure collapse (sports, roads, rail) isolate SMEs from economic hubs and emerging opportunities.
- Market access restrict growth for SMEs, stalling economic expansion.
- Digital infrastructure (ICT& AI) limits the ability to innovate, integrate into global digital economies
- Local Government (LED Enablers) Metros increase costs and delays in executing economic development projects, impacting the effectiveness of support mechanisms.
- Workforce + Supplier readiness hindering productivity, innovation and limit South Africa's industrial competitiveness
- Focus (SMMEs vs Big Business) limits innovation, restricts value chain development and opportunities for smaller businesses to compete and grow.
- Concentration of economy market power among big businesses intensifies inequality in purchasing power and limits inclusion.

- Policy Reform sluggish policy reform hinders agility and innovation
- Inequality of purchasing power reducing demand for goods and services, and limiting growth in high-end
- Openness of economy (protectionism) hinders ability to access international markets, reducing growth potential for local businesses.
- Workforce Readiness & Skills for the Economy increase cost of production and reduces competitiveness of domestic industries.
- Market Concentration and Economic Inclusion limits industrial diversification, reducing economic resilience and expansion.
- SEZ and Industrial Parks Impact have potential to accelerate economic growth and job creation.
- Critical Minerals Value Chain have potential to accelerate economic growth and provide an industrial base for the green industries.
- Digital economy and digital transformation lack of investment in SMEs hinders competitiveness.

5.6 NEF situational analysis

5.6.1 External Factor Overview

The NEF operates in a dynamic external environment influenced by political, economic, social, technological, environmental, and legal factors. Politically, the formation of a Government of National Unity following the 2024 elections presents challenges as divergent ideologies within the government may impact policy stability. Economic conditions are improving, with projected growth and declining inflation, but the need for recapitalization remains pressing for the NEF to continue its mandate. Socially, high unemployment rates and growing social dissatisfaction pose risks, but also provide opportunities for the NEF to contribute to job creation and economic inclusion through strategic investments. Technological advancements are enabling more efficient operations, yet the rising threat of cyberattacks demands a robust response to safeguard data. Environmental risks such as extreme weather events and water scarcity are affecting business operations, with the NEF supporting green initiatives and environmentally sustainable projects. Legally, the NEF remains committed to promoting B-BBEE, despite occasional challenges, while ensuring compliance and integrity in its operations.

5.6.2 Internal Factor Overview

The NEF possesses significant internal strengths that position it as a key player in driving economic transformation. With its innovative product offerings, institutional maturity, and a proven track record in BEE funding, the organization is well-equipped to fulfil its mandate. Strong corporate governance and internal control systems, coupled with a high-performance culture and technically skilled staff, provide a solid foundation for operational success. However, the organization faces internal challenges, including insufficient staff capacity, a high impairment rate, and the need to improve information systems. These weaknesses highlight areas for development, but the NEF's commitment to continuous improvement, coupled with its strategic use of resources and lessons learned from past experiences, positions it to overcome these challenges and enhance its overall effectiveness in the future.

5.6.3 SWOT Analysis

A summary of the NEF's strengths, weaknesses, opportunities and threats (SWOT) are listed below:

STRENGTHS	OPPORTUNITIES
 Extensive experience in BBBEE and SMEs funding 	 Rising demand for transformation and SME funding.
 Accessible to SMEs across all provinces. 	 Domestic supply gaps in key value chains of the economy
 Sustainability of funded SMEs Improving return on investments. Competitive credit to SMEs. Technically strong and committed staff. Strong internal control systems and processes. 	 AfCFTA present export opportunities in Africa for Black Industrialists and SMEs High growth and labour absorbent sectors need financial support. Transformation fund and other third parties requiring partners
VEAKNESSES	THREATS
 Inadequate financial resources affecting the below amongst others: Constrained impact due to limited financial resources. Talent retention as a result of competitive compensation market in financial services. Legacy information systems and organizational design. 	 Geopolitical conflicts (USAID, Middle East conflict, Eastern Europe Conflicts and Chinese Foreign policy) Oppositions toward Transformation Fund which could delay its implementation Weak domestic and global demand – Impact on invested portfolio and green field investments Poor quality of applications. Constrained financial position Deteriorating Infrastructure (negative impact on invested portfolio) Lingering high unemployment

5.6.4 PESTEL Analysis

A brief summary of the NEF's Political, Economic, Social, Technological, Environmental and Legal (PESTEL) risks are listed below:

STRATEGIC ISSUES	PROPOSED NEF'S RESPONSE
Political Factors	
 Negative perception towards black economic empowerment policies. 	The NEF will continue to implement the mandate with a high level of transparency and comply consistently with good corporate governance guidelines, maintaining its immaculate track record.
 Government institutions perceived as corrupt. 	 The NEF will continue upholding the high- level good governance and good control environment which have led to the 20 years of clean external audit opinion.
Economic Factors	
 Global and domestic growth is projected to grow by 3.2% in 2024 and 2025. 	• The NEF will priorities investment in priority sectors as identified by the dtic . These sectors have growth potential and ability to crowd-in private capital to stimulate overall economic activities.
 Declining inflation and projected interest rate cuts over the next year are expected to stimulate domestic household demand. Improvement in structural issues relating to electricity supply and logistics is expected to support growth. 	 The NEF will monitor closely investees' performance and identify those greatly affected by weak consumer demand and the high cost of operating their businesses to explore measures to support these investees. The NEF has established the Alternative Energy Fund to ensure business continuity during loadshedding.

The NEF to manage the transformation fund	 With Minister Parks Tau's proposal to establish the R100 billion Transformation Fund under the management of the NEF, the substantial capital injection will significantly enhance the NEF's capacity to scale its impact — enabling it to expand funding support for Black-owned enterprises, drive inclusive economic participation, and accelerate meaningful transformation across key sectors of the South African economy.
Social Factors Rising population growth is estimated at 63	The rise in population growth increases the
Rising population growth is estimated at 63 million.	 The rise in population growth increases the market and continues to support investees that will service the growing demand for various goods and services.
• The unemployment rate is high at 33.5%, especially amongst youth.	• The NEF will prioritise investments in businesses that create more jobs per rand investment to support the government's call for mass job creation. Internally, the NEF will continue to create jobs through the internship program.
• Limited access to basic goods and services resulting in social instability and violent strikes.	• The current social dissatisfaction, especially due to inadequate service delivery and loadshedding, may lead to damage to properties and those of NEF investees. The NEF will continue providing access to finance to boost the manufacturing of goods locally and provision of services such as alternative energy source in the form of solar panels and accompanying batteries.

 Alternative media options offer access to information through social media. 	 The NEF will continue to utilize online platforms to communicate and engage South Africans especially regarding the available funding opportunities.
Technological Factors	
 Technological advancement made it possible for meetings to be held online. 	 The NEF will continue exploring these technological tools to improve efficiency in rendering our service. For example, the employees continue to work through a hybrid structure remotely.
 Information systems technology enables the automation of work throughout the organization. 	 The NEF is currently embarking on a journey to move to a paperless working environment and intends to automate most of the tasks that needs to be done manually. This is vital in improving efficiency.
• Rise in cyber security threats which may result in loss of data and finances.	 The NEF will continue to invest in systems that secure data throughout the organization.
Environmental Factors	
• Frequent extreme weather conditions resulting in damage to crops and animals.	 The NEF will continue supporting investees affected by extreme weather conditions. The NEF is fully engaged in the global warming discourse and has endevoured to support applicants operating in the green economy to reduce carbon print of the country.
 Increases in environmentally friendly practices. 	 The NEF promotes the adherence and preservation of the environment by strictly supporting business activities that are

Rise in water scarcity likely to disrupt operation of some businesses. Legal Factors	 environmentally friendly. The environmental risk assessment forms part of due diligence before an application is supported. The NEF encourages investees to use water sparingly and seeks to explore measures that ensure uninterrupted business operation. Applications with potential high-water usage are required to be supported by water use licenses as a condition for disbursement.
 The NEF is mandated to empower black people in the spirit of BBBEE policy which is often challenged. Practices of fronting – businesses that appear to be legally owned by black people. 	 The NEF will continue to support businesses owned and managed by black people as per the NEF Act which legally allows the focus on black people. The NEF will continue to look beyond ownership and consider the level of involvement of owners in the operation of business.

6 MEASURING OUR PERFORMANCE

The organisation has structured 6 programmes to better align with the objectives of **the dtic**. Throught these programmes, the organisation will disburse R1.5 billion in the FY26 financial year, and a total R56.6 billion before the end of FY28.

Outcomes	Output Output Indicator				Estimated Performance	MTEF F	Period		
			FY22 FY23 FY24 F		FY25	FY26	FY27	FY28	
Investment Stimulus	Value of investments made	Value of investments made	R1.05bn	R692m	R838m	R1 010m	R1.5b	R20b	R35b

6.1 Programme 1: Growing Black Industrialists

6.1.1 Purpose of the programme

The Growing Black Industrialists programme is a strategic initiative designed to foster substantial economic participation among Black entrepreneurs in key industrial sectors. The programme seeks to provide early-stage equity and capital investment, enabling the development of transformative projects that can unlock significant growth and economic opportunities.

6.1.2 Programme outputs

The Growing Black Industrialist programme encompasses many outputs, including investment to Black Industrialists, aggregated additional output, value of investments, and number of new jobs to be created amongst others. These outputs are intended to support the achievement of the outcome titled "Investment Stimulus and Transformation". They are also intended to support the development and empowerment of previously disadvantaged groups such as women, youth and people with disability. The NEF has a dedicated proportion of its investment allocated to empower women and youth

Outcomes	Output	Output Indicator				Estimated Performance	MTEF Peri	od	
			FY22	FY23	FY24	FY25	FY26	FY27	FY28
Investment Stimulus		Value of investments made	-	-	-	-	R487.5m	R6.5bn	R11.38bn

6.1.3 Performance indicators and performance targets per programme:

6.1.4 Quarterly milestones:

Outcome	Output Output indicator	Output indicator	Baseline 2025/26 2024/25 Annual		Cumul Quarterly M			
		Performance	Target	1 st Quarter	2 nd Quarter	3 rd Quarter	4th Quarter	
Investment Stimulus	Value of investments made	Value of investments made	-	R487.5m	R146.25m	R292.5m	R390m	R487.5m

6.1.5 Planned performance over the medium-term period

This Growing Black Industrialist programme was designed to be the main driver of output such as value of investment which is integral in delivering the intended outcome for investment stimulus and eventually the desired impact of inclusive economy, with sustainable jobs which are vital to reducing poverty and inequality. This programme has been allocated R32 billion out of R100 billion, representing 32%. It is strategically crafted to drive the organisation towards meeting the following organisational outcome:

- 50% of all investments made to go towards Black Industrialists.

- 50% of all investments made to go towards businesses operating in one of the 6 High Growth and Labour Absorbent Sectors (Manufacturing; Agriculture; Services – including wholesale and retail trade, other global business services; Tourism; Steel; Infrastructure; and Energy).

33% (R487.5 million) of the total R1.5 billion the organisation plans to disburse in the FY26 financial will be allocated towards the Black Industrialists program.

6.2 Programme 2: Aggregator Model

6.2.1 Purpose of the programme

The Aggregator Program is a strategic initiative designed to transform South Africa's agricultural sector by empowering small-scale farmers, improving market access, and enhancing the overall agricultural value chain. The program aims to address key challenges faced by farmers, such as high transport costs, limited market access, poor storage facilities, and exploitation by intermediaries. Through aggregation, the program will enable farmers to pool resources, achieve economies of scale, and secure better market terms.

6.2.2 Programme outputs

The Aggregator Model programme also addresses including number of SMEs number of new jobs to be created amongst others. These outputs are intended to support the achievement of the outcome titled "Investment Stimulus, Structural Reforms and High Growth and Labour Absorbent Sectors". They are also intended to support the development and empowerment of previously disadvantaged groups such as women, youth and people with disability. The NEF has a dedicated proportion of its investment allocated to empower women and youth.

Outcomes	Output	Output Indicator			Estimated Performance	MTEF Period			
			FY22	FY23	FY24	FY25	FY26	FY27	FY28
Investment Stimulus		Value of investments made	-	-	-	-	R300m	R4bn	R7bn

6.2.3 Performance indicators and performance targets per programme:

6.2.4 Quarterly milestones:

Baseline 2024/25	2025/26 Annual Target	Cumulative Quarterly Milestones						
		1 st Quarter	2 nd Quarter	3 rd Quarter	4th Quarter			
Investment Stimulus	Value of investments made	Value of investments made	-	R300m	R90m	R180m	R240m	R300m

6.2.5 Planned performance over the medium-term period

The Aggregator programme was designed to bolster the organisation in meeting its high growth and labour absorbent sector:

- 50% of all investments made to go towards businesses operating in one of the 6 High Growth and Labour Absorbent Sectors (Manufacturing; Agriculture; Services – including wholesale and retail trade, other global business services; Tourism; Steel; Infrastructure; and Energy).

20% (R300 million) of the total R1.5 billion the organisation plans to disburse in the FY26 financial will be allocated towards the Aggregator program.

6.3 Programme 3: Green Economy

6.3.1 Purpose of the programme

The Green Economy is a critical growth sector that provides significant opportunities for South Africa to foster sustainable development while driving industrial transformation. With a strong resource base and industrial capabilities, South Africa is well-positioned to capitalize on green technologies, including battery storage, electric vehicles (EVs), and hydrogen energy. The Green Economy Program aims to unlock economic potential in these sectors, supporting new and existing businesses, creating employment, and enhancing value chain integration.

6.3.2 Programme outputs

The Green Economy programme include outputs such as number value invested in the High Growth and Labour Absorbent Sectors, number of funded SMEs and value invested amongst others. These outputs are intended to support the achievement of the outcome titled "Investment Stimulus, Structural Reforms and High Growth and Labour Absorbent Sectors". They are also intended to support the development and empowerment of previously disadvantaged groups such as women, youth and people with disability. The NEF has a dedicated proportion of its investment allocated to empower women and youth.

Outcomes	Output	Output Indicator				Estimated Performance	MTEF Peri	od	
			FY22	FY23	FY24	FY25	FY26	FY27	FY28
Investment Stimulus		Value of investments made	-	-	-	-	R375m	R5bn	R8.75bn

6.3.3 Performance indicators and performance targets per programme:

6.3.4 Quarterly milestones:

Outcome Output Output indicator Baseline 2024/25	2025/26 Annual Target	Cumulative Quarterly Milestones						
			Performance		1 st Quarter	2 nd Quarter	3 rd Quarter	4th Quarter
Investment Stimulus	Value of investments made	Value of investments made	-	R375m	R112.5m	R225m	R300m	R375m

6.3.5 Planned performance over the medium-term period

The Green Economy was designed to push the organisation towards its mission towards decarbonisation through meeting its high growth and labour absorbent sector outcome:

- 50% of all investments made to go towards businesses operating in one of the 6 High Growth and Labour Absorbent Sectors (Manufacturing; Agriculture; Services – including wholesale and retail trade, other global business services; Tourism; Steel; Infrastructure; and Energy).

25% (R375 million) of the total R1.5 billion the organisation plans to disburse in the FY26 financial will be allocated towards the Green Economy program.

6.4 .Programme 4: Digital Economy

6.4.1 Purpose of the programme

The Digital Platform Economy programme is intended to drive the transition and diversification of the domestic economy while ensuring that transformation is an embedded in the growth of the digital economy. While the country's economy has traditionally been underpinned by sectors such as mining, finance, and energy, the advent of new information, data, and communication technologies is redefining economic activities across all sectors. The COVID-19 pandemic further accelerated the adoption of digital solutions, altering how businesses interact, transact, and reach consumers. The digital economy is poised to continue reshaping the nation's economic landscape and creating new opportunities for growth, employment, and social inclusion. As such, the NEF will utilise this programme to ensure participation of black SMEs.

6.4.2 Programme outputs

The Green Economy programme include outputs such as number value invested in the High Growth and Labour Absorbent Sectors, number of funded SMEs and value invested amongst others. These outputs are intended to support the achievement of the outcome titled "Investment Stimulus, Transformation, Structural Reforms and High Growth and Labour Absorbent Sectors". They are also intended to support the development and empowerment of previously disadvantaged groups such as women, youth and people with disability. The NEF has a dedicated proportion of its investment allocated to empower women and youth.

Outcomes	Output	Output Indicator			Estimated Performance	MTEF Peri	od		
			FY22	FY23	FY24	FY25	FY26	FY27	FY28
Investment Stimulus		Value of investments made	-	-	-	-	R75m	R1bn	R1.75bn

6.4.3 Performance indicators and performance targets per programme:

6.4.4 Quarterly milestones:

Outcome Output Output indicator Baseline 2024/25	2025/26 Annual Target	Cumulative Quarterly Milestones						
	Performance		1 st Quarter	2 nd Quarter	3 rd Quarter	4th Quarter		
Investment Stimulus	Value of investments made	Value of investments made	-	R75m	R22.5m	R45m	R60m	R75m

6.4.5 Planned performance over the medium-term period

The Digital Economy was designed to push the organisation towards its mission towards diversification and expanding into new growth areas through meeting its high growth and labour absorbent sector outcome:

- 50% of all investments made to go towards businesses operating in one of the 6 High Growth and Labour Absorbent Sectors (Manufacturing; Agriculture; Services – including wholesale and retail trade, other global business services; Tourism; Steel; Infrastructure; and Energy).

5% (R75 million) of the total R1.5 billion the organisation plans to disburse in the FY26 financial will be allocated towards the Digital Economy program.

6.5 Programme 5: SMEs

6.5.1 Purpose of the programme

The SME Program is a key initiative aimed at accelerating the transformation of South Africa's economy by supporting small and medium-sized enterprises (SMEs) across various sectors. The program's primary goal is to unlock growth opportunities, promote inclusive economic participation, and create sustainable employment. Through targeted investments and strategic partnerships, the SME Program seeks to empower black-owned businesses, enhance their competitiveness, and facilitate their entry into local and international markets.

6.5.2 Programme outputs

The SMEs programme include outputs such as number value invested in the number of funded SMEs, value invested and number of new jobs to be created amongst others. These outputs are intended to support the achievement of the outcome titled "Transformation, Induced Demand, Investment Stimulus, Structural Reforms and High Growth and Labour Absorbent Sectors". They are also intended to support the development and empowerment of previously disadvantaged groups such as women, youth and people with disability. The NEF has a dedicated proportion of its investment allocated to empower women and youth.

6.5.3 Targeted Activities: Initiatives will include providing export finance, market linkages, and logistical support to enable blackowned brands to compete on a global scale Performance indicators and performance targets per programme:

Outco	omes	Output	Output Indicator	Audited/ Perform			Estimated Performance	MTEF Period		
				FY22	FY23	FY24	FY25	FY26	FY27	FY28
Inves Stimu	stment ulus		Value of investments made	-	-	-	-	R112.5m	R1.5bn	R2.63bn

6.5.4 Quarterly milestones:

Outcome	Output	Output indicator	Baseline 2024/25 Performance	2025/26 Annual Target	Cumulativ Quarterly I 1 st Quarter		3 rd Quarter	4th Quarter
Investment Stimulus	Value of investments made		-	R112.5m	R33.75m	R67.5m	R90m	R112.5m

6.5.5 Planned performance over the medium-term period

The SME program was specifically designed to assist the organisation in expanding its reach and maximising economic inclusion through the following outputs:

- 50% of all investments made to go towards businesses operating in one of the 6 High Growth and Labour Absorbent Sectors (Manufacturing; Agriculture; Services – including wholesale and retail trade, other global business services; Tourism; Steel; Infrastructure; and Energy).

8% (R112.5 million) of the total R1.5 billion the organisation plans to disburse in the FY26 financial will be allocated towards the SME program.

6.6 Programme 6: Natural & Cultural Beneficiation

6.6.1 **Purpose of the programme**

This programme aims to leverage South Africa's rich natural and cultural heritage to boost economic growth and create job opportunities, particularly in tourism and the creative industries. The initiatives under this programme focus on enhancing tourism infrastructure, developing cultural infrastructure, and forming strategic partnerships with global entertainment platforms. Through targeted investments, the programme seeks to improve tourist experiences, grow international visitor expenditure, and support the creative economy.

6.6.2 Programme outputs

The Natural and Cultural Beauty programme include value invested and number of new jobs to be created amongst others. These outputs are intended to support the achievement of the outcome titled "Transformation, Induced Demand, Investment Stimulus, Structural Reforms and High Growth and Labour Absorbent Sectors". They are also intended to support the development and empowerment of previously disadvantaged groups such as women, youth and people with disability. The NEF has a dedicated proportion of its investment allocated to empower women and youth.

6.6.3 Targeted Activities: Initiatives will include providing export finance, market linkages, and logistical support to enable blackowned brands to compete on a global scale Performance indicators and performance targets per programme:

Outcomes	Output	Output Indicator	Audited Perform			Estimated Performance	MTEF Period		
			FY22	FY23	FY24	FY25	FY26	FY27	FY28
Investment Stimulus		Value of investments made	-	-	-	-	R150m	R2bn	R3.5bn

6.6.4 Quarterly milestones:

Outcome	Output	Output indicator	Baseline 2024/25	2025/26 Annual Target	Cumulative Quarterly Milestones				
			Performance	laigot	1 st Quarter	2 nd Quarter	3 rd Quarter	4th Quarter	
Investment Stimulus	Value of investments made	Value of investments made	-	R150m	R45m	R90m	R120m	R150m	

6.6.5 Planned performance over the medium-term period

The Natural & Cultural Beneficiation program was constructed to push to tourism and creativity through the following outcomes:

- Funding a minimum of 150 SMEs in the short run and 10 000 SMEs before the end of the FY29 financial year

10% (R150 million) of the total R1.5 billion the organisation plans to disburse in the FY26 financial will be allocated towards the SME program.

7 PERFORMANCE PLAN MATRICES

7.1 Consolidated Performance Plan Matrix 2025/26 – 28:

Outcomes	Output	Output Indicator	Audited/Actual Performance			Estimated Performance	MTEF Period			
			FY22	FY23	FY24	FY25	FY26	FY27	FY28	
Investment Stimulus	1. Aggregated Additional Output	1. Aggregated Additional Output	-	-		R6.1b	R4.5b	R48.7b	R72.9b	
	2. Value of investments made	2. Value of investments made	R1.1bn	R692m	R838m	R1.01b	R1.5b	R20b	R35b	
	3. Number of new jobs to be created	3. Number of new job to be created		4 598	6 526	13 656	10500	140000	245000	

Outcomes	Output	Output Indicator	Audited	d/Actual Per	rformance	Estimated Performance	MTEF Period			
			FY22	FY23	FY24	FY25	FY26	FY27	FY28	
Transformation	4. Number of SMEs funded	4. Number of SMEs funded	203	174	98	196	150	2000	3500	
	5. Percentage of investments made to Black Industrialists	5. Percentage of investments made to Black Industrialists	-	-	-	58.4%	50%	50%	50%	
	6. Percentage of investments to businesses owned by women	6. Percentage of investments to businesses owned by women		-	-	37%	35%	50%	50%	

Outcomes	Output	Output Indicator	Audite	d/Actual Pe	erformance	Estimated Performance	MTEF Period			
			FY22	FY23	FY24	FY25	FY26	FY27	FY28	
	7. Percentage of investments to businesses owned by youth and people living with disability	7. Percentage of investments to businesses owned by youth and people living with disability		-	-	17%	15%	15%	15%	
Structural Reform	8. Percentage of investments made to investees operating made to investees	8. Percentage of investments made to investees operating made to investees		-	-	48.2%	25%	25%	25%	

Outcomes	Output	Output Indicator	Audite	d/Actual P	erformance	Estimated Performance	MTEF Period			
			FY22	FY23	FY24	FY25	FY26	FY27	FY28	
	operating in SEZs and IP	operating in SEZs and IP								
Induced Demand	9. Revenues from exported products and services	9. Value of revenues from exported products and services from investees supported by the NEF		-	-	R125.5m	R125m	R1.7b	R2.9b	
High Growth and Labour Absorbent Sectors	10. Percentage of investments made to investees operating in High Growth	10. Percentage of investments made to investees operating in	-	-	-	40.8%	50%	50%	50%	

Outcomes	Output	Output Indicator	Audited	I/Actual Per	formance	Estimated Performance	MTEF Period			
			FY22	FY23	FY24	FY25	FY26	FY27	FY28	
	and Labour Absorbent Sectors	High Growth and Labour Absorbent Sectors								
Development of a Capable State	11. Percentage of portfolio impaired	11. Percentage of portfolio impaired	29%	25%	**33%	27%	30%	30%	30%	
	12. Collection ratio	12. Collection ratio	83.71%	83.9%	80%	81%	80%	80%	80%	
	13. Percentage of investees paid within 45	13. Percentage of investees paid within 45 working days		-	-	83%	70%	70%	70%	

Annual Performance Plan for 2025/26

Outcomes	Output	Output Indicator	Audited/Actual Performance			Estimated Performance	MTEF Period			
			FY22	FY23	FY24	FY25	FY26	FY27	FY28	
	working days of commitment	of commitment								
	14. Percentage	14. Percentage of	-	-	-	97%	80%	80%	80%	
	of suppliers paid within 30 days	-								
	of receiving a valid invoice	days of receiving a								
		valid invoice								

7.2 Quarterly Performance Plan Matrix 2025/26

Outcome	Output Indicator	Target 2025/26	Cumulative Quarterly Milestones	Outcome	Output Indicator	Target 2024/25
			1st	2nd	3rd	4 th
Investment Stimulus	Aggregated Additional Output (R'm)	R4.5b	R1.3b	R2.7b	R3.6b	R4.5b
Sumulus	Value of Disbursements (R'm)	R1.5b	R450m	R900m	R1.2b	R1.5b
	Number of new jobs to be created	10500	3150	6300	8400	10500
Transformatio	Number of SMME's funded	150	45	90	120	150
n	Percentage of investments made to Black Industrialists	50%	50%	50%	50%	50%
	Percentage of portfolio disbursed to businesses owned by women	35%	35%	35%	35%	35%
	Percentage of portfolio disbursed to businesses owned by youth and people living with disability	15%	15%	15%	15%	15%

Outcome	Output Indicator	Target 2025/26	Cumulative Quarterly Milestones	Outcome	Output Indicator	Target 2024/25
			1st	2nd	3rd	4 th
Structural	Percentage of investments made to investees	25%	25%	25%	25%	25%
Reform	operating in SEZs and IPs					
Induced	Revenues from exported products and	R125m	R37.5m	R75m	R100m	R125m
demand	services (R'm)					
High Growth		50%	50%	50%	50%	50%
and Labour						
Absorbent	Value disbursed to High Growth and Labour					
Sectors	Absorbent Sectors					
Development	Percentage of portfolio impaired	30%	30%	30%	30%	30%
of a Capable State	Collection ratio	80%	80%	80%	80%	80%
	Percentage of Suppliers Paid Within 30 Days of Approval	80%	80%	80%	80%	80%

Outcome	Output Indicator	Target 2025/26	Cumulative Quarterly Milestones 1st	Outcome 2nd	Output Indicator 3rd	Target 2024/25 4 th
	Percentage of Investees Paid Within 45 Business Days from Commitment	70%	70%	70%	70%	70

8 FINANCIAL PLAN

The financial projections were developed based on planned investments of R100 billion mainly for the transformation fund, which will be allocated between FY2025 and FY2029. The plan involves establishing a Special Purpose Vehicle (SPV) with a governing structure that includes representatives from both the public and private sectors to ensure accountability for the inflows and disbursed to and from the fund. The National Empowerment Fund (NEF) will serve as the implementing agency for the transformation fund. The projected investment of R100 billion is contingent upon inflows into the fund.

	2026FY	2027FY	2028FY	
	Millions	Millions	Millions	TOTAL
Value of Investments	1 500	20 000	35 000	56 500
Funding sources	1 940	20 000	35 000	56 940
On-balance sheet	600	700	800	2 100
Fiscal injection	-	2 000	2 000	4 000
Third party funds & other grants	1 340	1 140	1 140	3 620
Inflows into the transformation fund	-	16 160	31 060	47 220

3-YEARS NEF INVESTMENT PLAN

To launch the transformation fund, a direct capital injection from the government is essential to attract additional fundraising from both public and private sectors. It is proposed that this allocation be sourced from the reserves of the central bank, amounting to R10 billion over a five-year period, which translates to R2 billion per annum. This funding will help catalyze the fund's long-term sustainability and impact.

The identified funding gap of **R47.2 billion** is expected to be addressed through the inflows into the transformation fund.

The following inputs and assumptions were applied in the financial projections:

- Good and services: the CPI inflation forecast of 5.3% in FY2025, and an average CPI forecast of 5.3% over the forecast period, as per the National Treasury's MTEF guidelines;
- Portfolio impairment provisions of 30% for FY2026 to FY2028.
- Interest earned on investments is linked to the prevailing prime rate;
- Interest earned on surplus cash estimated on average 7.95% over the period
- A total investment of R56 billion between FY2026 and FY2028
- Collection rate of 80%; and
- Capital raising fee of 1.5% on disbursements.

The NEF's strategic objectives are detailed in section 6 of this Plan, and detailed Financial Projections are provided in Appendix A.

8.1 Projections of revenue, expenditure, and borrowings

Revenue composition; The revenue for the NEF is derived from the interest on investments, interest on cash surplus, dividend income from listed and unlisted equity investments, raising / origination fees and enterprise and supplier development contributions received and the management fees. Historic trends and the macroeconomic outlook were applied in the revenue projections.

Good and services: The incremental budgeting cost principles and the National Treasury guidelines were applied in preparing the expenditure forecast. Other consideration is the performance targets and the strategic direction of the organisation.

As a result of the NEF's operating model, which is the financial investment into the SMEs, the significant expenditure remains the employees' cost, making up over 65% of the total operational costs. However, the cost efficiencies(cost-to-income) and the jaws ratios are applied to ensure that the expenditure remains within the parameters.

Other expenditure categories including; professional fees (legal fees, external audit fees and the specialist consulting); organisation sustaining costs (lease, utilities), administrations costs and the projects, which is incurred to provide the non-financial support to the investees in line with the NEF's mandate.

Impairment

The new GRAP 104 accounting standards will take effect on April 1, 2025. This updated GRAP 104 aligns closely with IFRS 9. The most significant difference between the previous and current standards can be summarized as follows: the former GRAP 104 primarily focused on losses that had already been incurred (i.e., arrears), while the new GRAP 104 adopts a

forward-looking approach. This means that even if a default has not yet occurred, the NEF must estimate the likelihood of future defaults and the associated losses.

We anticipate a sharp increase in expected credit losses during the transition period. However, the NEF's management will continue to implement measures to enhance the quality of the loan portfolio and strengthen the collection system.

8.2 Asset and liability management

The NEF, as a Schedule 3A entity under the PFMA, is required to operate without budgeting for a deficit. Investment activities are funded from cash balances, ensuring that all liabilities are consistently offset by available cash.

Accessing additional funding can significantly boost impactful initiatives. A carefully structured borrowing strategy can facilitate growth and expansion. The NEF will be reaching out to the National treasury to request limited borrowing powers to leverage the credit lines.

Excess cash is managed through a cash management process, where short-term cash is invested in call accounts at three approved banks to meet immediate cash requirements. Additionally, surplus cash is deposited with the South African Reserve Bank in accordance with PFMA regulations.

To enhance the management of excess cash, the NEF is considering the implementation of an in-house treasury function. This initiative aims to better manage surplus liquidity, resulting in additional risk-adjusted returns on excess cash.

8.3 Cash flow projections

Please refer to Appendix A.

8.4 Capital expenditure and infrastructure plans

Annual capital expenditure allocation is mostly related to replenishment of existing capital expenditure items such as computers, furniture, office equipment and acquisition of the property for Head Office instead of renting. After reviewing the lease and rental options along with other qualitative factors, the NEF has decided to invest in a head office building. This decision will allow the investment to be capitalized as an asset in its accounting records,

ultimately saving on future rental costs. Additionally, the NEF plans to enhance its IT environment and platforms over the medium term.

The total allocation for capital expenditure over the forecast period is R73.5 million, covering the Medium-Term Expenditure Framework (MTEF).

The NEF does not directly fund infrastructure for itself or the country as part of its mandate though there may be an element of infrastructure funding provided through projects funded by the Strategic Projects Fund that is a specific requirement of that project and in line with national targeted strategic sectors.

8.5 Dividend policies

The NEF does not have a dividend policy with respect to any surplus reported. Surpluses are retained following a section 53(3) application to the National Treasury each year in order to meet further capitalisation needs of the NEF since in the absence of recapitalisation.

9 RISK MANAGEMENT PLAN

9.1 Risk Management Framework

The NEF's Risk Management Framework is based on Committee of Sponsoring Organisations of the Treadway Commission (COSO), Institute of Risk Management Standards of South Africa (IRMSA) Code of Practice and PFMA & Treasury regulations. The ERM (Enterprise-Wide Risk Management) methodology of the NEF consists of the following interrelated components: internal environment, objective setting, risk identification, risk assessment, risk control and response, risk monitoring and reporting, and risk performance measurement. These components are derived from best practice with respect to ERM governance.

The Framework is continuously benchmarked against best practice such as the international standard on Risk Management (ISO 31000) and KING IV; and where required, relevant changes are made to the Framework. The Risk Assessment process results in the output of the risk universe, allowing key risks to be identified. The Risk Assessment exercise is completed on an annual basis and divisional risk registers are updated on a quarterly basis to identify any emerging risks and track progress.

9.2 Risk Strategy (Risk Register)

The realisation of the strategic objectives presented by the NEF may be affected by the following key risks:

a. Business/Market Risk: The risk that changes in external market conditions have a negative impact on the viability of funded transactions.

The investment portfolio of the NEF consists of businesses in the commercial environment that are susceptible to normal business risks in a volatile economic environment, fluctuations in commodity prices and foreign exchange rates amongst other variables. The current volatile local economic environment has led to significantly lower GDP growth rates. In addition, household personal finances are under financial strain due to an increase in living costs. This is negatively impacting on business conditions and has placed strain on some of the clients in the portfolio.

The NEF portfolio is arguably more susceptible to these variations given the nature of the businesses being supported i.e. early-stage business, inexperienced entrepreneurs, geared balance sheets and hence not as able to absorb the impact of these fluctuations as well as more established businesses. In evaluating transactions, market conditions are considered, due diligence investigations, modelling and structuring of transactions by the deal teams. In

addition, a regular micro- and macro-economy sensitivity is undertaken by our Post-Investment Unit and NEF-appointed mentors are used to promptly advise NEF investees on appropriate course of action.

b. Credit Risk: Unsustainable levels of impairments

The NEF is mandated to intervene in the economy through the provision of funding to blackowned enterprises, which due to past economic imbalances, may be of a higher credit risk. This risk is exacerbated by the current tough economic climate that may impact on funded businesses and their cashflows leading to the inability to honour loan repayments and possible defaults on loans to the NEF.

Internally, the risk that the assessment processes of the NEF may not be able to inform appropriate investment decisions does exist, as does the risk of not collecting on amounts due and not being able to timeously identify distressed investments, which may be able to be rescued. The risk of funding the wrong "jockeys" impacting on the performance of investments and the portfolio also exists. Inadequate controls mitigating this risk may negatively impact on the performance and quality of the portfolio.

The controls introduced to attempt to mitigate this risk include:

- Appointment of skilled fund management teams.
- Due diligence investigation processes that include background checks.
- Adequately constituted and efficient approval structures.
- Portfolio management, monitoring and reporting processes.
- Use of pricing models according to a pricing policy which compels consideration of credit risk.
- An independent credit risk assessment process by the Credit risk unit.
- Credit collection process managed by collaboration between the Post-Investment Unit, Legal Unit and the Finance Division.
- Adequate turnaround workout and restructuring process.

The Credit Risk policy has been updated and approved by the Board to enhance the Credit vetting process at the NEF.

c. Recapitalisation Risk

The risk that the NEF will not be able to raise sufficient capital to fund the NEF's short- to medium-term investment and operating activities. Without an injection of new capital, the NEF estimates that it will run out of capital to finance new transactions within the next six months. The lack of adequate capital will also negatively impact on the NEF's ability to follow through on participation interest or equity options for transactions within the NEF's Strategic Projects Fund. This will have a negative impact on the achievement of the NEF's mandate and the ability to transform the economy.

Various engagements are in progress with the shareholder and other DFI's to secure adequate funding for the NEF in the medium to long term to ensure that the NEF can continue making in impact. The NEF is also undertaking fundraising initiatives for the Strategic Projects Fund transactions.

d. Concentration risk in MTN

The shareholding in MTN comprises a significant component of the NEF's Balance sheet. The decline in share price of MTN has a significant impact on the NEF's asset base as it has reduced the value of this investment. Management is evaluating possible options to manage the volatility of this strategic asset.

e. The inability to attract and retain key skills

The risk that the NEF does not have adequate capacity and skills to deliver on its mandate. There is a risk of loss of key personnel due to the uncertainty regarding the delay in implementation of the recapitalisation process. The Human Resources department working with the Board HSRC committee is looking at interventions that can be implemented to retain staff.

Management and the Board are, however, currently limited on implementing viable retention strategies due to lack of certainty regarding future funding. Various non-monetary options are currently being explored as retention strategies.

Below is a summary of the key risks and mitigants that the NEF faces and has put in place:

Outcome	Key Risk	Risk Mitigation
Growing black economic participation in the South African Economy and job creation	Recapitalisation Risk.	 Engagements with shareholders regarding NEF Capitalisation Engagements with other DFI's (IDC, DBSA) Co-funding larger transactions 3rd party funding sought for SPF transactions
Financial sustainability	Concertation risk MTN	Engage with the Board regarding options in dealing with the MTN asset
Human Capital	Attract and retain key skills	Various non-monetary retention strategies are being implemented by management and NEF board
Financial Sustainability	 Business/market risk: external conditions have a negative impact on funded transactions 	
Financial sustainability	 Credit risk: unsustainable levels of impairments 	 Short-term and long-term impairment reduction intervention measures put in place Thorough due diligence (DD) investigations on transactions Appropriate governance in place in respect of credit granting/approval, monitoring

9.3 Fraud Prevention Plan

The Fraud Prevention Plan is the responsibility of all staff and management at the NEF. This plan is a dynamic document and is updated regularly to reflect changes in the business operations and circumstances of the NEF. The Plan has been reviewed by management, updated and approved by the Audit Committee during 2023.

The NEF has developed and implemented a Fraud Prevention Strategy and Fraud Prevention Plan to guide behaviour and to combat any fraudulent activities. Key aspects of the Fraud Prevention Strategy and Plan are listed below.

Anti-Fraud Policy Statement

As a first step towards implementing an anti-fraud strategy, the NEF adopts and publishes an Anti-Fraud Policy statement along the following lines:

The NEF recognises the possibility of fraud and corruption occurring in its operations. As such it is the policy and mission of the NEF to strive for the protection of its employees and its other stakeholders (such as applicants, investees, suppliers etc.) through the implementation of an effective and efficient Fraud Prevention Strategy.

We believe that there is only one effective way of fighting fraud and other corrupt practices and that is by instilling the reality amongst employees and other stakeholders – such as clients (investees), suppliers of goods and services, public – that fraud and corruption do not pay and will be detected and dealt with severely.

Therefore, the NEF's view on fraud and corruption is one of zero tolerance, and as such the NEF is committed to:

- Aggressively detecting incidents of fraud and corruption;
- The investigation of all allegations of misconduct by employees, clients and suppliers; said to be occasioned by fraud and corruption; and
- The prosecution of all offenders criminally and, where necessary, the institution of civil and disciplinary action against them.

Anti-Fraud Charter

In implementing the Fraud Prevention Policy, the NEF has adopted the following principles:

- We have a zero-tolerance attitude to fraud
- We understand and manage our risks
- We are proactive in defending our assets

• We react swiftly when a crime is uncovered

Fraud Risk Management Strategy

The key objectives of the NEF's Fraud Risk Management Strategy are:

- To establish the necessary preventative, control and monitoring mechanisms/ systems to minimise the defrauding of the NEF's funds, resources, assets and services by any persons/organisations.
- To ensure that adequate measures are in place to protect the NEF from internal as well as external fraud (i.e. supplier, potential applicants, clients, syndicates targeting NEF i.e. false applications etc.).
- To ensure that adequate measures are in place to report fraud (whistleblowing policy and hotline).
- To ensure that all reported matters are investigated.
- To account to the Board, via the Audit Committee on all fraudulent activity within the NEF.
- To take the necessary action against all parties involved in fraudulent activities against the NEF and to punish and deter any fraudulent actions from continuing or recurring.

The focus of such a strategy is the formalisation and implementation within the NEF of a culture of zero tolerance for fraud and corruption, a high level of fraud awareness, and a management and control environment that makes it as difficult as reasonably possible to misappropriate assets or to succumb to corruption.

From the perspective of the NEF, good governance as it pertains to fraud prevention includes:

Continuing the present focus on governance

- A robust control environment
- A strong and independent Internal Audit function
- A relevant and well-communicated Code of Conduct
- A whistleblowing policy and mechanism (fraud hotline) to report suspected fraud or corruption

From a fraud prevention point of view, it is important that:

- When management considers the strategy and direction that the organisation is taking, they take into account the environmental factors relating to fraud and that they insist that a suitably comprehensive fraud prevention strategy be put in place to address such risks. This is done via the organisational risk assessment process.
- Each manager brings his or her specialised industry knowledge or technical background to bear when considering how fraud risks are to be avoided.
- Regular monitoring of performance against pre-set objectives should take place.
- Individual operational units are held accountable for their actions.
- Constant pressure for improvement is exercised as this has a powerful impact on reducing fraudulent activity. This is done via the implementation of internal and external auditor's recommendation, which is tracked.
- The management team's awareness of the possibility of fraud is monitored, as this is also an active manner in which managers can encourage defensive strategies.
- Regular monitoring of the internal control environment takes place to ensure that it remains of sufficiently high standard.

9.4 Relevant Court Rulings

There are no recent court rulings that would have an impact on the NEF's ability to implement its strategy.

10 TECHNICAL INDICATOR DESCRIPTION

Performance Indicator 1: Number of Funded SMEs

1. Indicator title	Number of funded SMEs
2. Definition	Total number of SMEs funded (Count every company disbursed to once in a financial year)
3. Source/collection of data	Funds and Secretariat
4. Method of calculation / Assessment	Simple sum of SMEs funded
5. Means of Verification	Disbursement schedule
6. Assumptions	N/A
7. Disaggregation of Beneficiaries (Where applicable)	N/A
8. Spatial Transformation (Where applicable)	9 Provinces
9. Calculation Type	Cumulative
10. Reporting Cycle	Quarterly and annually
11. Desired Performance	150 SMEs funded for the year
12. Indicator Responsibility	Unit Executive Directors



1.	Indicator title	Percentage of Investments to BI	
2.	Definition	Total or part cash that the NEF has advanced to Black investees in productive industries (excluding funding of businesses in retail and property management), investees must have a minimum of 50%+1 Black ownership	
3.	Source/collection of data	Finance Department	
4.	Method of calculation / Assessment	Value disbursed to BI investees divided by the total disbursements multiplied by 100	
5.	Means of Verification	Disbursement schedule and investment report (SIC codes to support)	
6.	Assumptions	N/A	
7.	Disaggregation of Beneficiaries (Where applicable)	N/A	
8.	Spatial Transformation (Where applicable)	9 Provinces	
9.	Calculation Type	Cumulative	
10.	0. Reporting Cycle Quarterly and annually		
11.	. Desired Performance	50% of total investments	
12. Indicator Responsibility		Unit Executive Directors	

Performance Indicator 2: Percentage of Investments to Black Industrialists (BI)



Performance Indicator 3: Percentage of disbursements to businesses owned by women

1. Indicator title	Percentage of disbursements to businesses owned by women		
2. Definition	Total proportionate rand amount disbursed to businesses owned by women to total disbursements amount		
3. Source/collection of data	Legal Services and Finance Units		
4. Method of calculation / Assessment	(Sum of the percentage of women multiplied by the disbursed amount for each company) x 100/total amount disbursed		
5. Means of Verification	Share certificates and IDs		
6. Assumptions	N/A		
7. Disaggregation of Beneficiaries (Where applicable)	Target: 35% of total disbursements per annum		
8. Spatial Transformation (Where applicable)	9 Provinces		
9. Calculation Type	Non-cumulative		
10. Reporting Cycle	Quarterly and annually		
11. Desired Performance	35% of total disbursements		
12. Indicator Responsibility	Unit Executive Directors		



Performance Indicator 4: Percentage of disbursements to businesses owned by youth and people living with disability

1. Indicator title	Percentage of disbursements to businesses owned by youth and people living with disability
2. Definition	Total proportionate rand amount disbursed to businesses owned by youth and people living with disability to total disbursements amount
3. Source/collection of data	Legal Services and Finance Units
4. Method of calculation / Assessment	 The proportion of shareholders that are either youth or people living with disability divided by total disbursements multiplied by 100 (Sum of the percentage of youth or disability multiplied by the disbursed amount for each company) x 100/total amount disbursed
5. Means of Verification	Share certificates, IDs and a medical report from a recognised medical practitioner.
6. Assumptions	N/A
7. Disaggregation of Beneficiaries (Where applicable)	Target: 15% of total disbursements per annum
8. Spatial Transformation (Where applicable)	9 Provinces
9. Calculation Type	Non-cumulative
10. Reporting Cycle	Quarterly and annually
11. Desired Performance	15% of total disbursements
12. Indicator Responsibility	Unit Executive Directors

Performance Indicator 5: Aggregated Additional Output

Aggregated Additional Output
Value of additional value created by all investees on the NEF's portfolio
n of data Post Investment Unit
Iation /Total sum of annualised additional output for all clients on the portfolio based off their management accounts from March to February.
ation Management accounts
N/A
of N/A here
mation N/A le)
Cumulative
Quarterly and annually
ance R4.5b
nsibility Unit Executive Directors



Performance Indicator 6: Value invested

1. Indicator title	Value invested
2. Definition	Indicates the total or part cash which the NEF has advanced to investees (this includes enterprise development grants)
3. Source/collection of data	Finance Department
4. Method of calculation / Assessment	Sum of value disbursed to investees
5. Means of Verification	Disbursement schedule, Bank statements
6. Assumptions	N/A
7. Disaggregation of Beneficiaries (Where applicable)	N/A
8. Spatial Transformation (Where applicable)	9 Provinces
9. Calculation Type	Cumulative
10. Reporting Cycle	Quarterly and annually
11. Desired Performance	Funds invested to the value of R1.5bn
12. Indicator Responsibility	Unit Executive Directors



1.	Indicator title	Number of maintained and new jobs to be created
2.	Definition	Number of maintained and new jobs to be created
3.	Source/collection of data	Funds
4.	Method of calculation / Assessment	Simple count
5.	Means of Verification	CRM system and investment reports
6.	Assumptions	Reliable data
7.	Disaggregation of Beneficiaries (Where applicable)	N/A
8.	Spatial Transformation (Where applicable)	9 Provinces
9.	Calculation Type	Cumulative
10	. Reporting Cycle	Quarterly and annually
11.	. Desired Performance	10 500 maintained and new job opportunties to be created.
12	Indicator Responsibility	Unit Executive Directors

Performance Indicator 7: Number of maintained and new jobs to be created



Performance Indicator 8: Percentage of investments made to investees operating in SEZs and IPs

Percentage of investments made to investees operating in SEZs and IPs
The Percentage of investments made to investees operating in SEZs and IPs
Finance
Value of disbursements to companies in SEZ and Industrial IP divided by the total amount disbursed multiplied by 100
Tax clearance certificate, bank and municipal statements.
N/A
N/A
Non-metro
Cumulative
Quarterly and annually
25% of total investments
Unit Executive Directors



1. Indicator title	Revenues from exported products and services
2. Definition	The rand value of revenues from exported goods and services by SMEs supported by the NEF in the portfolio
3. Source/collection of data	Post Investment Unit
4. Method of calculation / Assessment	Simple sum of exporting revenues from exporting clients
5. Means of Verification	Signed declaration of value of clients' exports, invoice, air waybill; or packing checklist.
6. Assumptions	N/A
7. Disaggregation of Beneficiaries (Where applicable)	N/A
8. Spatial Transformation (Where applicable)	N/A
9. Calculation Type	Cumulative
10. Reporting Cycle	Quarterly and annually
11. Desired Performance	R125 million of total disbursements to investments
12. Indicator Responsibility	Unit Executive Directors



1.	Indicator title	Investment made in High Growth and Labour	
		Absorbent Sectors	
2.	Definition	Investments made toward SMEs in High Growth and Labour Absorbent Sectors (Manufacturing	
		Agriculture; Services – including wholesale and	
		retail trade, other global business services	
		Tourism; Steel; Infrastructure; and Energy).	
3.	Source/collection of data	Funds	
4.	Method of calculation / Assessment	Sum of disbursements made to companies operating	
		in High Growth and Labour Absorbent Sectors divided	
		by total value disbursed multiplied by 100	
5.	Means of Verification	Disbursement schedule (SIC codes to support)	
6.	Assumptions	N/A	
7.	Disaggregation of Beneficiaries (Where applicable)	N/A	
8.	Spatial Transformation (Where applicable)	9 Provinces	
9.	Calculation Type	Cumulative	
10.	Reporting Cycle	Quarterly and annually	
11.	Desired Performance	50% of total investments	
40	Indicator Responsibility	Unit Executive Director	

Performance Indicator 10: High Growth and Labour Absorbent Sectors



Performance Indicator	11: Percentage	of Portfolio Impaired
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1. Indicator title	Percentage of the portfolio impaired
2. Definition	The total percentage of the value invested in investees which may not be recovered in the future.
3. Source/collection of data	Finance Department
4. Method of calculation / Assessment	GRAP 104 Principle
5. Means of Verification	Impairment Model
6. Assumptions	Per GRAP 104
7. Disaggregation of Beneficiaries (Where applicable)	N/A
8. Spatial Transformation (Where applicable)	N/A
9. Calculation Type	Non-cumulative
10. Reporting Cycle	Quarterly and annually
11. Desired Performance	30% impairment
12. Indicator Responsibility	Unit Executive Directors and Post-Investment

Performance Indicator 12: Collections ratio

1. Indicator title	Collections against total amount invoiced	
2. Definition	The percentage of monies collected from investees based on the total amount invoiced	
3. Source/collection of data	Finance Department	
4. Method of calculation / Assessment	Total receipts (includes settlements, manual instalments) / total instalments raised	
5. Means of Verification	Reports from finance system (Great Plain and Credit Ease)	
6. Assumptions	N/A	
7. Disaggregation of Beneficiaries (Where applicable)	N/A	
8. Spatial Transformation (Where applicable)	N/A	
9. Calculation Type	Non-cumulative	
10. Reporting Cycle	Quarterly and annually	
11. Desired Performance	80% Collections	
12. Indicator Responsibility	Unit Executive Directors and Post-Investment	



Performance Indicator 13: Percentage of Suppliers Paid Within 30 days of receiving a valid invoice

1. Indicator title	Percentage of Suppliers Paid Within 30 days of receiving a valid invoice
2. Definition	The percentage of suppliers paid out within 30 days of receiving a valid invoice
3. Source/collection of data	Procurement and/or IST
4. Method of calculation / Assessment	Difference between receipt date of valid invoice the payment date
5. Means of Verification	Procurement and/or invoice system reports
6. Assumptions	N/A
7. Disaggregation of Beneficiaries (Where applicable)	N/A
8. Spatial Transformation (Where applicable)	N/A
9. Calculation Type	Cumulative
10. Reporting Cycle	Quarterly and annually
11. Desired Performance	80%
12. Indicator Responsibility	Unit Executive Directors and Post-Investment



Performance Indicator 14: Percentage of Investees Paid Within 45 Working Days of Commitment

1. Indicator title	Percentage of investees paid within 45 working days of commitment
2. Definition	Percentage of investees paid within 45 working days of commitment
3. Source/collection of data	S&P and Finance
4. Method of calculation / Assessment	Difference between date legal agreements have been signed and the initial disbursement date
5. Means of Verification	Commitment and disbursement schedules
6. Assumptions	N/A
7. Disaggregation of Beneficiaries (Where applicable)	N/A
8. Spatial Transformation (Where applicable)	N/A
9. Calculation Type	Cumulative
10. Reporting Cycle	Quarterly and annually
11. Desired Performance	70%
12. Indicator Responsibility	Unit Executive Directors and Post-Investment



ANNEXURE A: FINANCIAL PROJECTIONS

Income and Expenditure

	Forecast	Forecast	Forecast
	<u>Mar-26</u>	<u>Mar-27</u>	<u>Mar-28</u>
	R	R	R
INCOME:			
- Dividends	30 000 000	30 000 000	30 000 000
Interest Received Banks	127 433 994	91 709 463	128 248 020
Interest from Investments	270 629 276	300 761 834	857 313 615
Capital raising fee	9 000 000	12 000 000	21 000 000
Revenue from non-exchange	250 000 000	295 000 000	344 500 000
Other income	5 100 000	3 000 000	3 000 000
Total revenue	692 163 270	732 471 297	1 384 061 634
EXPENDITURE	92 482 000	97 106 100	101 961 405
Goods & Services	289 000 000	303 450 000	318 622 500
Compensation to employees Depreciation	4 288 312	4 717 143	5 188 858
Projects/ non-financial support	10 000 000	10 530 000	11 088 090
Impairment Provision & Write offs	240 000 000	264 000 000	343 200 000
Investment write-offs			
Interest Expense	-		-
Total Expenditure	635 770 312	679 803 243	780 060 853
Fair value adjustments	(16 921 320)	(19 346 521)	(2 306 719)
SURPLUS/(DEFICIT)	39 471 638	33 321 532	601 694 063

ANNEXURE B: STATEMENT OF FINANCIAL POSITION

	Forecast	Forecast	Forecast
	<u>Mar-26</u>	<u>Mar-27</u>	<u>Mar-28</u>
	<u>R</u>	<u>R</u>	<u>R</u>
ASSETS			
Non Current Assets	4 193 056 082	18 214 761 233	36 398 700 155
Property, Plant and Equipment	64 038 717	61 321 574	59 132 716
Investments in Associates	387 998 872	4 087 998 872	7 095 198 872
Investments Held at Fair Value	1 527 806 788	1 527 806 788	1 527 806 788
Investment in subsidiary	19 876 554	19 876 603	19 876 603
Loans and Leases	2 193 335 151	12 517 757 396	27 696 685 176
Current Assets	1 462 429 781	2 100 113 156	5 434 458 140
Trade and other receivables	15 522 664	15 522 664	15 522 664
Dividends receivables	30 000 000	30 000 000	30 000 000
Investments Held for Trading	25 775 210	25 775 210	35 775 210
Cash and Bank	1 391 131 907	2 028 815 282	5 353 160 266
TOTAL ASSETS	5 655 485 864	20 314 874 389	41 833 158 295
Trust Capital and Reserves	5 150 577 747	5 183 899 279	5 785 593 342
Trust Capital	2 468 431 472	2 468 431 472	2 468 431 472
Retained Income	2 682 146 275	2 715 467 807	3 317 161 870
- Balance at Beginning of the Year	2 642 674 637	2 682 146 275	2 715 467 807
- Retained Income/(Deficit) for the	39 471 638	33 321 532	601 694 063
Non-Current Liabilities	9 249 151	9 249 151	9 249 151
Liabilities directly associated with non-	ourrent 9 249 151	9 249 151	0.040.454
assets classified as held for sale	9 249 151	9 249 151	9 249 151
	405 659 000	45 404 705 000	20.020.245.000
	495 658 966	15 121 725 960	36 038 315 802
TOTAL EQUITY AND LIABILITIES	412 843 683	15 034 521 468	35 946 489 471
	82 815 283	87 204 492	91 826 331
TOTAL EQUITY AND LIABILITIES	5 655 485 862	20 314 874 389	41 833 158 295

ANNEXURE C: CASH FLOW STATEMENT

	Forecast	Forecast	Forecast
	2026	2027	2028
	March	March	March
	R	R	R
Cash flows from operating activities	391 678 136	639 683 375	3 327 344 984
Dividend received	30 000 000	30 000 000	30 000 000
Interest received	127 433 994	91 709 463	128 248 020
Cash from Third Party funds	1 398 390 000	20 001 140 000	35 001 140 000
Other income	5 100 000	3 000 000	3 000 000
Investment disbursements	(1 500 000 000)	(20 000 000 000)	(35 000 000 000)
Repayments on originated loans and leases	722 236 142	924 920 012	3 596 628 959
Opex	(391 482 000)	(411 086 100)	(431 671 995)
·	-	-	-
Cash flows from investing activities	(55 000 000)	(2 000 000)	(3 000 000)
Additions to property, plant and equipment	(45 000 000)		
Additional Laptops	(10 000 000)	(2 000 000)	(3 000 000)
Increase /(Decrease) in cash and cash equivalents	336 678 136	637 683 375	3 324 344 984
Cash at beginning of the year	1 054 453 771	1 391 131 907	2 028 815 282
Total Cash at end of year	1 391 131 907	2 028 815 282	5 353 160 266

ANNEXURE D: PERSONNEL INFORMATION

				Compose	Prelim	inary out	comes			Revise Estima						Projectio	ons over t	he MTEF			
Categ ory	Salary Level	Salary Bands	Occupation	Compone nts of Remuner ation		2023/24				2024/ 25				2025/26			2026/27			2027/28	
R Thou sand	nd semi-			Num ber of posts filled on fund ed estab lishm ent	Expe nditu re on posts filled on funde d estab lishm ent (R thous and)	Unit Cost	Num ber of posts on appr oved estab lishm ent	Numb er of funde d posts (esta blish emen t)	Num ber of posts filled on fund ed estab lishm ent	Expe nditu re on posts filled on funde d estab lishm ent (R thous and)	Unit Cost	Num ber of filled on fund ed estab lishm ent	Expe nditu re on posts filled on funde d estab lishm ent (R thous and)	Unit Cost	Num ber of posts filled on fund ed estab lishm ent	Expe nditu re on posts filled on funde d estab lishm ent (R thous and)	Unit Cost	Num ber of filled on fund ed estab lishm ent	Expe nditu re on posts filled on funde d estab lishm ent (R thous and)	Unit Cost	
				Performa nce bonus	-	51 444	-	-	-	-	72 489	-	-	78 252	-	-	82 165	-	-	86 273	-
Perm anent	503		Cleaner	Guarantee d package	1	140	140	1	1	1	147	147	1	153	153	1	159	159	1	169	169
Perm anent	130 504 - 154 626	Semi- skilled	Cleaner	Guarantee d package	1	140	140	1	1	1	147	147	1	153	153	1	159	159	1	169	169
Perm anent	130 504 - 154 626	Semi- skilled	Cleaner	Guarantee d package	1	140	140	1	1	1	147	147	1	153	153	1	159	159	1	169	169
Perm anent	130 504 - 154 626	Semi- skilled	Cleaner	Guarantee d package	1	140	140	1	1	1	147	147	1	153	153	1	159	159	1	169	169
Perm anent	130 504 - 154 626	Semi- skilled	Cleaner	Guarantee d package	1	140	140	1	1	1	147	147	1	153	153	1	159	159	1	169	169
Perm anent	130 504 -	Semi- skilled	Supervisor: Cleaner	Guarantee d package	1	151	151	1	1	1	158	158	1	164	164	1	171	171	1	182	182

	154 626																					
	130 504 -				1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
Perm anent	154 626	Semi- skilled	Security Officer	Guarantee d package																		
	130 504 -				1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
Perm anent	154 626	Semi- skilled	Security Officer	Guarantee d package																		
	130 504 -				1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
Perm anent	154 626 130	Semi- skilled	Security Officer	Guarantee d package																		
Perm	504 - 154	Semi-		Guarantee	1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
anent	626 130	skilled	Security Officer	d package																		
Perm	504 - 154	Semi-		Guarantee	1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
anent	626 130	skilled	Security Officer	d package																		
Perm	504 - 154	Semi-		Guarantee	1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
anent	626 130	skilled	Security Officer	d package		450	450				100	400		100	100		470	470		101	404	
Perm anent	504 - 154 626	Semi- skilled	Security Officer	Guarantee d package	1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
anent	130 504 -	Skilled	Security Officer	u package	1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
Perm anent	154 626	Semi- skilled	Security Officer	Guarantee d package									·									
	130 504 -		,		1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
Perm anent	154 626	Semi- skilled	Security Officer	Guarantee d package																		
Dama	130 504 -	Ormi		Quanta	1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
Perm anent	154 626 130	Semi- skilled	Security Officer	Guarantee d package																		
Perm	504 - 154	Semi-		Guarantee	1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	
anent Perm	626 130	skilled Semi-	Security Officer	d package Guarantee																		
anent	504 -	skilled	Security Officer	d package	1	152	152	1	1	1	160	160	1	166	166	1	173	173	1	184	184	

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	154 626 182																					
Perm anent	758- 215 892	Semi- skilled	Applications Administrator	Guarantee d package	1	202	202	1	1	1	212	212	1	221	221	1	230	230	1	244	244	
Perm	182 758- 215	Semi-	Security Officer	Guarantee	1	203	203	1	1	1	213	213	1	222	222	1	231	231	1	245	245	
anent	892 182 758-	skilled	Supervisor	d package	1	205	205	1	1	1	215	215	1	224	224	1	233	233	1	247	247	
Perm anent	215 892 215	Semi- skilled	Security Officer Supervisor	Guarantee d package																		
Perm anent	893 - 254 928	Skilled	Marketing and Communications Manager	Guarantee d package	1	235	235	1	1	1	246	246	1	257	257	1	267	267	1	283	283	
Perm anent	215 893 - 254 928	Skilled	Administrator	Guarantee d package	1	238	238	1	1	1	250	250	1	260	260	1	271	271	1	287	287	
Perm	215 893 - 254	Semi-		Guarantee	1	242	242	1	1	1	253	253	1	264	264	1	275	275	1	292	292	
anent Perm	928 254 929 - 300	skilled	Receptionist	d package Guarantee	1	246	246	1	1	1	258	258	1	269	269	1	280	280	1	297	297	
anent	912 254 929 -	Skilled	Administrator	d package	1	259	259	1	1	1	272	272	1	283	283	1	295	295	1	313	313	
Perm anent	300 912 254	Skilled	Administrator	Guarantee d package		239	259	I	I	1	212	212	I	205	203	ľ	290	295		515	515	
Perm anent	929 - 300 912	Semi- skilled	VIP Driver	Guarantee d package	1	259	259	1	1	1	272	272	1	283	283	1	295	295	1	313	313	
Perm anent	254 929 - 300 912	Semi- skilled	Kitchen Assistant	Guarantee d package	1	261	261	1	1	1	273	273	1	285	285	1	297	297	1	315	315	
Perm	254 929 - 300	Semi-		Guarantee	1	267	267	1	1	1	279	279	1	291	291	1	303	303	1	321	321	
anent Perm anent	912 254 929 -	skilled Skilled	Office Assistant Legal Administrator	d package Guarantee d package	1	270	270	1	1	1	283	283	1	295	295	1	307	307	1	326	326	

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		300 912 254																					
	Perm anent	929 - 300 912	Semi- skilled	Kitchen Assistant	Guarantee d package	1	271	271	1	1	1	284	284	1	296	296	1	309	309	1	327	327	
	Perm	254 929 - 300			Guarantee	1	272	272	1	1	1	285	285	1	297	297	1	310	310	1	328	328	
	anent	912 254	Skilled	HR Adminstrator	d package		070	070	4	1		000	000	1	205	205		047	047		220	220	
	Perm anent	929 - 300 912	Skilled	Administrator	Guarantee d package	1	279	279	1	1	1	292	292	1	305	305	1	317	317	1	336	336	
	Perm	254 929 - 300	Semi-		Guarantee	1	285	285	1	1	1	299	299	1	312	312	1	325	325	1	344	344	
	anent	912 254 929 -	skilled	Executive Driver	d package	1	290	290	1	1	1	304	304	1	317	317	1	330	330	1	350	350	
	Perm anent	300 912 254	Professi onal	Financial Analyst	Guarantee d package	•	200	200		•		001	001	·	0 H	σπ		000	000			000	
	Perm	929 - 300 912	Professi onal	Social Support Specialist	Guarantee d package	1	292	292	1	1	1	306	306	1	318	318	1	332	332	1	352	352	
	anent	300 913 -	onar	Specialist	u package	1	296	296	1	1	1	310	310	1	323	323	1	336	336	1	357	357	
	Perm anent	362 994 300	Skilled	Administrator	Guarantee d package																		
	Perm anent	913 - 362 994	Skilled	Applications Administrator	Guarantee d package	1	315	315	1	1	1	330	330	1	344	344	1	358	358	1	380	380	
	Perm	300 913 - 362			Guarantee	1	318	318	1	1	1	333	333	1	347	347	1	362	362	1	384	384	
	anent	994 300	Skilled	Administrator	d package		240	24.0	1	1		22.4	224	1	240	240		200	200	1	204	204	
	Perm anent	913 - 362 994	Professi onal	Financial Analyst	Guarantee d package	1	318	318			1	334	334	1	348	348	1	362	362	T	384	384	
	Perm	300 913 - 362	Professi	Figure is 1.4 - 1.4	Guarantee	1	319	319	1	1	1	334	334	1	348	348	1	363	363	1	384	384	
	anent Perm anent	994 300 913 -	onal Skilled	Financial Analyst Accounts Payable Clerk	d package Guarantee d package	1	319	319	1	1	1	334	334	1	348	348	1	363	363	1	384	384	

	362 994																					
_	300 913 -				1	319	319	1	1	1	334	334	1	348	348	1	363	363	1	385	385	
Perm anent	362 994	Skilled	Credit Risk Administrator	Guarantee d package																		
Perm	300 913 - 362	Semi-	Supervisor: Kitchen	Guarantee	1	324	324	1	1	1	340	340	1	354	354	1	369	369	1	391	391	
anent	994 300	skilled	Assistant	d package																		
Perm	913 - 362			Guarantee	1	345	345	1	1	1	361	361	1	376	376	1	392	392	1	416	416	
anent	994 300	Skilled	Bookkeeper	d package																		
Perm	913 - 362	Professi		Guarantee	1	349	349	1	1	1	366	366	1	381	381	1	397	397	1	421	421	
anent	994 300	onal	Financial Analyst	d package		250	250		4	1	207	207	1	200	200		200	200	1	400	400	
Perm anent	913 - 362 994	Professi onal	Data Analyst	Guarantee d package	1	350	350	1	1	1	367	367	1	382	382	1	398	398	1	422	422	
anont	300 913 -	onai	Data Analyst	u package	1	351	351	1	1	1	368	368	1	383	383	1	399	399	1	423	423	
Perm anent	362 994	Skilled	Loans Administrator	Guarantee d package																		
	300 913 -		Personal		1	352	352	1	1	1	368	368	1	384	384	1	400	400	1	424	424	
Perm anent	362 994	Skilled	Assistant/Administrat or	Guarantee d package																		
Perm	300 913 - 362			Guarantee	1	361	361	1	1	1	379	379	1	394	394	1	411	411	1	436	436	
anent	994 362	Skilled	Administrator	d package																		
Perm	995 - 443			Guarantee	1	369	369	1	1	1	387	387	1	403	403	1	420	420	1	445	445	
anent	403 362	Skilled	Administrator	d package																		
Perm	995 - 443	Professi		Guarantee	1	382	382	1	1	1	400	400	1	417	417	1	434	434	1	460	460	
anent	403 362 995 -	onal	Investment Analyst	d package	1	385	385	1	1	1	403	403	1	420	420	1	438	438	1	464	464	
Perm anent	995 - 443 403	Skilled	Administrator	Guarantee d package		300	303	1		ſ	403	403	I	420	420	1	400	400	I	404	404	
Perm anent	362 995 -	Skilled	Desktop & Application Support	Guarantee d package	1	407	407	1	1	1	426	426	1	444	444	1	463	463	1	491	491	

	443 403																					
Perm	362 995 - 443			Guarantee	1	413	413	1	1	1	432	432	1	451	451	1	470	470	1	498	498	
anent	403 362	Skilled	Administrator	d package																		
Perm anent	995 - 443 403	Skilled	Product Advisor	Guarantee d package	1	413	413	1	1	1	433	433	1	452	452	1	471	471	1	499	499	
ancin	362 995 -	Skilled		u package	1	421	421	1	1	1	441	441	1	459	459	1	479	479	1	508	508	
Perm anent	443 403	Professi onal	Investment Analyst	Guarantee d package																		
Perm	362 995 - 443			Guarantee	1	435	435	1	1	1	456	456	1	476	476	1	496	496	1	525	525	
anent	403 443	Skilled	Personal Assistant	d package																		
Perm anent	404 - 532 602	Skilled	Procurement Specialist	Guarantee d package	1	444	444	1	1	1	465	465	1	485	485	1	505	505	1	536	536	
	443 404 -				1	457	457	1	1	1	479	479	1	499	499	1	520	520	1	551	551	
Perm anent	532 602 443	Professi onal	Investment Analyst	Guarantee d package																		
Perm	443 404 - 532			Guarantee	1	469	469	1	1	1	492	492	1	512	512	1	534	534	1	566	566	
anent	602 443 404 -	Skilled	Legal Administrator	d package	1	476	476	1	4	1	498	498	1	519	540	1	541	E 44	1	574	574	
Perm anent	404 - 532 602	Skilled	Product Advisor	Guarantee d package	I	470	470	I	I	I	490	490	I	219	519	I	941	541	I	574	574	
	443 404 -				1	507	507	1	1	1	532	532	1	554	554	1	577	577	1	612	612	
Perm anent	532 602 443	Skilled	Desktop & Network Support	Guarantee d package																		
Perm	404 - 532	Professi		Guarantee	1	513	513	1	1	1	538	538	1	560	560	1	584	584	1	619	619	
anent	602 443 404 -	onal	Legal Advisor	d package	1	524	524	1	1	1	549	549	1	572	572	1	596	596	1	632	632	
Perm anent	532 602	Skilled	Paralegal	Guarantee d package		524	524	I		ſ	040	040	ľ	512	512	ſ	- 550	550	ſ	002	0.02	
Perm anent	443 404 -	Skilled	Project Coordinator	Guarantee d package	1	532	532	1	1	1	558	558	1	581	581	1	606	606	1	642	642	

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		532 602 443																			·		
	Perm anent	404 - 532 602	Professi onal	Investment Associate	Guarantee d package	1	535	535	1	1	1	561	561	1	585	585	1	609	609	1	646	646	
	Perm anent	532 603 - 849 702	Professi onal	Investment Associate	Guarantee d package	1	546	546	1	1	1	572	572	1	596	596	1	621	621	1	659	659	
	Perm anent	532 603 - 849 702	Professi onal	Investment Analyst	Guarantee d package	1	576	576	1	1	1	604	604	1	629	629	1	656	656	1	695	695	
	Perm	532 603 - 849	Professi		Guarantee	1	588	588	1	1	1	616	616	1	642	642	1	669	669	1	709	709	
	anent Perm	702 532 603 - 849	onal	Investment Analyst Executive Personal	d package Guarantee	1	590	590	1	1	1	618	618	1	644	644	1	671	671	1	712	712	
	anent	702 532 603 -	Skilled	Assistant	d package	1	595	595	1	1	1	623	623	1	649	649	1	677	677	1	717	717	
	Perm anent	849 702 532 603 -	Skilled	Executive Assistant	Guarantee d package	1	600	600	1	1	1	629	629	1	655	655	1	683	683	1	724	724	
0	Perm anent	849 702 532	Professi onal	Legal Advisor	Guarantee d package	I			I	1	1		029		000	000	1		000	1	724		
	Perm anent	603 - 849 702 532	Skilled	Executive Personal Assistant to the CFO	Guarantee d package	1	601	601	1	1	1	630	630	1	657	657	1	684	684	1	725	725	
	Perm anent	603 - 849 702	Skilled	Executive Personal Assistant	Guarantee d package	1	607	607	1	1	1	636	636	1	663	663	1	690	690	1	732	732	
2	Perm anent	532 603 - 849 702	Professi onal	Post Investment Associate	Guarantee d package	1	611	611	1	1	1	640	640	1	667	667	1	695	695	1	736	736	
	Perm	532 603 - 849	Professi		Guarantee	1	621	621	1	1	1	651	651	1	678	678	1	707	707	1	749	749	
	anent Perm anent	702 532 603 -	onal Skilled	Portfolio Accountant Marketing Officer	d package Guarantee d package	1	629	629	1	1	1	660	660	1	687	687	1	716	716	1	759	759	

	849 702																					
	532 603 -				1	630	630	1	1	1	660	660	1	688	688	1	717	717	1	760	760	
Perm anent	849 702	Professi onal	Investment Associate	Guarantee d package																		
Dama	532 603 - 849	Professi		Querentes	1	636	636	1	1	1	667	667	1	695	695	1	724	724	1	767	767	
Perm anent	702 532	onal	Legal Advisor	Guarantee d package													-					
Perm	603 - 849		Stakeholder Relations and	Guarantee	1	647	647	1	1	1	678	678	1	706	706	1	736	736	1	780	780	
anent	702 532	Skilled	Events Officer	d package																		
Perm	603 - 849		Committee	Guarantee	1	649	649	1	1	1	680	680	1	708	708	1	738	738	1	783	783	
anent	702 532	Skilled	Secretary	d package																		
Perm	603 - 849		Employee Benefits	Guarantee	1	657	657	1	1	1	689	689	1	718	718	1	748	748	1	793	793	
anent	702 532 603 -	Skilled	Officer	d package	1	675	675	1	1	1	708	708	1	737	737	1	768	768	1	815	815	
Perm anent	849 702	Professi onal	Investment Associate	Guarantee d package	1	075	075	1	I	1	706	706	1	131	131	1	/00	/00	1	010	010	
anent	532 603 -	Unai	Associate	u package	1	677	677	1	1	1	710	710	1	740	740	1	771	771	1	817	817	
Perm anent	849 702	Professi onal	Investment Associate	Guarantee d package		011	011				110	110		110	110					on	011	
	532 603 -				1	687	687	1	1	1	720	720	1	750	750	1	782	782	1	829	829	
Perm anent	849 702	Professi onal	Investment Associate	Guarantee d package																		
Dama	532 603 -		Senior Project &	Querration	1	688	688	1	1	1	721	721	1	751	751	1	783	783	1	830	830	
Perm anent	849 702 532	Skilled	Portfolio Administrator	Guarantee d package																		
Perm	603 - 849		Business Development	Guarantee	1	694	694	1	1	1	727	727	1	758	758	1	790	790	1	837	837	
anent	702 532	Skilled	Specialist	d package																		
Perm	603 - 849	Professi		Guarantee	1	704	704	1	1	1	737	737	1	768	768	1	801	801	1	849	849	
anent Perm	702 532	onal Professi	Data Analyst	d package Guarantee																0	a	
anent	603 -	onal	Investment Analyst	d package	1	710	710	1	1	1	744	744	1	776	776	1	808	808	1	857	857	

	849 702 532																			·		
Perm anent	603 - 849 702	Professi onal	Post Investment Associate	Guarantee d package	1	718	718	1	1	1	752	752	1	784	784	1	817	817	1	866	866	
Perm anent	532 603 - 849 702	Skilled	Assistant Head Secretariat	Guarantee d package	1	734	734	1	1	1	769	769	1	802	802	1	835	835	1	885	885	
Perm	532 603 - 849	Professi	Assistant Head: Supply Chain	Guarantee	1	736	736	1	1	1	772	772	1	804	804	1	838	838	1	888	888	
anent	702 532 603 - 849	onal	Management	d package	1	740	740	1	1	1	775	775	1	808	808	1	841	841	1	892	892	
Perm anent	702 532 603 -	Professi onal	Legal Advisor	Guarantee d package	1	748	748	1	1	1	784	784	1	817	817	1	852	852	1	903	903	
Perm anent	849 702 532	Professi onal	Regional Investment Associate	Guarantee d package					•	•		101	, i	011	011		002	002	•		000	
Perm anent	603 - 849 702	Professi onal	Investment Associate	Guarantee d package	1	758	758	1	1	1	794	794	1	828	828	1	863	863	1	914	914	
Perm anent	532 603 - 849 702	Professi onal	Investment Analyst	Guarantee d package	1	765	765	1	1	1	802	802	1	836	836	1	871	871	1	923	923	
Perm	532 603 - 849	Professi		Guarantee	1	773	773	1	1	1	810	810	1	845	845	1	880	880	1	933	933	
anent Perm	702 532 603 - 849	onal Professi	Investment Analyst Management	d package Guarantee	1	780	780	1	1	1	818	818	1	852	852	1	888	888	1	941	941	
anent	702 532 603 -	onal	Accountant	d package	1	818	818	1	1	1	857	857	1	893	893	1	931	931	1	987	987	
Perm anent	849 702 532	Professi onal	Investment Associate	Guarantee d package	1	004	004			1	004	004	1	007	007	1	024	024	1	000	000	
Perm anent Perm	603 - 849 702 532	Professi onal Professi	Investment Associate Post Investment	Guarantee d package Guarantee	1	821	821	1	1	1	861	861	1	897	897	1	934	934	1	990	990	
anent	603 -	onal	Associate	d package	1	823	823	1	1	1	863	863	1	899	899	1	937	937	1	993	993	

	849 702																					
Perm anent	532 603 - 849 702	Middle Manage ment	Investment Associate	Guarantee d package	1	832	832	1	1	1	872	872	1	909	909	1	947	947	1	1 004	1 004	
Perm anent	532 603 - 849 702	Professi onal	Regional Investment Associate	Guarantee d package	1	846	846	1	1	1	887	887	1	924	924	1	963	963	1	1 021	1 021	
Perm anent	532 603 - 849 702	Professi onal	Investment Associate	Guarantee d package	1	847	847	1	1	1	887	887	1	925	925	1	963	963	1	1 021	1 021	
Perm anent	532 603 - 849 702	Professi onal	Social Facilitation	Guarantee d package	1	852	852	1	1	1	893	893	1	930	930	1	969	969	1	1 027	1 027	
Perm	532 603 - 849 702	Professi onal	Investment Associate	Guarantee d package	1	865	865	1	1	1	906	906	1	945	945	1	984	984	1	1 043	1 043	
Perm	849 703 - 1 000	Professi	Business Specialist	Guarantee	1	870	870	1	1	1	912	912	1	950	950	1	990	990	1	1 049	1 049	
anent Perm	908 849 703 - 1 000	onal Professi	Application	d package Guarantee	1	871	871	1	1	1	913	913	1	951	951	1	991	991	1	1 051	1 051	
anent Perm	908 849 703 - 1 000	onal Professi	Business Analyst	d package Guarantee	1	878	878	1	1	1	920	920	1	959	959	1	999	999	1	1 059	1 059	
anent Perm	908 849 703 - 1 000	onal Professi	Associate Senior Investment	d package Guarantee	1	879	879	1	1	1	921	921	1	960	960	1	1 000	1 000	1	1 060	1 060	
anent	908 849 703 - 1	onal	Associate	d package	1	884	884	1	1	1	927	927	1	966	966	1	1 006	1 006	1	1 067	1 067	
Perm anent	000 908 849 703 - 1	Professi onal	Internal Audit Supervisor	Guarantee d package	1	903	903	1	1	1	946	946	1	986	986	1	1 027	1 027	1	1 089	1 089	
Perm anent Perm anent	000 908 849 703 1	Professi onal Professi onal	Facilities Manager Socio-Economic Specialist	Guarantee d package Guarantee d package	1	904	904	1	1	1	947	947	1	987	987	1	1 028	1 028	1	1 090	1 090	
anone		ondi		- puonago			00 1				0.17				007		1020	1 1 0 2 0		1 000	1 000	I.

	000 908																					
Perm	849 703 - 1 000	Professi	Investment	Guarantee	1	906	906	1	1	1	949	949	1	989	989	1	1 031	1 031	1	1 093	1 093	
anent	908 849	onal	Associate	d package	1	040	040	1	1	1	004	004	1	4.004	4 004	1	4.040	4.040	1	1 100	4 400	
Perm anent	703 - 1 000 908	Professi onal	Senior Internal Audit Supervisor	Guarantee d package	1	919	919	1	1	1	964	964	1	1 004	1 004	1	1 046	1 046	1	1 109	1 109	
Perm	849 703 - 1 000	Professi	Post Investment	Guarantee	1	922	922	1	1	1	967	967	1	1 007	1 007	1	1 050	1 050	1	1 113	1 113	
anent	908 849 703 - 1	onal	Associate	d package	1	933	933	1	1	1	978	978	1	1 019	1 019	1	1 062	1 062	1	1 126	1 126	
Perm anent	000 908	Skilled	Senior HR Business Partner	Guarantee d package	•	500	300				510	510		1010	1010		1002	1 002		1 120	1 120	
Perm	849 703 - 1 000	Professi	Investment	Guarantee	1	940	940	1	1	1	985	985	1	1 027	1 027	1	1 070	1 070	1	1 134	1 134	
anent	908 849 703 - 1	onal	Associate	d package	1	943	943	1	1	1	989	989	1	1 030	1 030	1	1 074	1 074	1	1 138	1 138	
Perm anent	000 908	Professi onal	Investment Associate	Guarantee d package	•	545	340				505	505		1000	1000		10/4	10/4		1 100	1 100	
Perm	849 703 - 1 000	Professi	Post Investment	Guarantee	1	954	954	1	1	1	1 000	1 000	1	1 042	1 042	1	1 086	1 086	1	1 151	1 151	
anent	908 849 703 - 1	onal Middle	Associate	d package	1	988	988	1	1	1	1 035	1 035	1	1 079	1 079	1	1 124	1 124	1	1 192	1 192	
Perm anent	000 908	Manage ment	Investment Associate	Guarantee d package	I	300	300		1		1 000	1 000	1	1075	1015		1 124	1 124		1 132	1 192	
Perm	849 703 - 1 000	Professi	Investment	Guarantee	1	990	990	1	1	1	1 038	1 038	1	1 081	1 081	1	1 127	1 127	1	1 194	1 194	
anent	908 849 703 - 1	onal	Associate	d package	1	993	993	1	1	1	1 041	1 041	1	1 085	1 085	1	1 130	1 130	1	1 198	1 198	
Perm anent	000 908	Professi onal	Post Investment Associate	Guarantee d package		335	335				1 041	1 041		1000	1 000		1150	1150		1 130	1 130	
Perm	849 703 - 1 000	Professi	Post Investment Associate -	Guarantee	1	996	996	1	1	1	1 043	1 043	1	1 087	1 087	1	1 133	1 133	1	1 201	1 201	
anent Perm anent	908 849 703 - 1	onal Professi onal	Transport Specialist Post Investment Associate	d package Guarantee d package	1	1 016	1 016	1	1	1	1 065	1 065	1	1 110	1 110	1	1 156	1 156	1	1 226	1 226	

	000 908																					
Perm anent	1 000 909 - 1 182 534	Middle Manage ment	Manager in the Office of the CEO	Guarantee d package	1	1 023	1 023	1	1	1	1 072	1 072	1	1 118	1 118	1	1 164	1 164	1	1 234	1 234	
Perm	1 000 909 - 1 182	Professi	Regional Investment	Guarantee	1	1 023	1 023	1	1	1	1 073	1 073	1	1 118	1 118	1	1 165	1 165	1	1 234	1 234	
anent	534 1 000 909 - 1	onal	Associate	d package	1	1 044	1 044	1	1	1	1 094	1 094	1	1 140	1 140	1	1 188	1 188	1	1 260	1 260	
Perm anent	182 534 1 000	Professi onal	Financial Controller	Guarantee d package						·												
Perm anent	909 - 1 182 534	Professi onal	Regional Manager: Eastern Cape	Guarantee d package	1	1 050	1 050	1	1	1	1 101	1 101	1	1 147	1 147	1	1 195	1 195	1	1 267	1 267	
Perm	1 000 909 - 1 182	Professi	Investment	Guarantee	1	1 050	1 050	1	1	1	1 101	1 101	1	1 147	1 147	1	1 195	1 195	1	1 267	1 267	
anent	534 1 000	onal	Associate	d package																		
Perm anent	909 - 1 182 534	Professi onal	Financial Controller	Guarantee d package	1	1 079	1 079	1	1	1	1 131	1 131	1	1 178	1 178	1	1 228	1 228	1	1 302	1 302	
Perm anent	1 000 909 - 1 182 534	Professi onal	Senior Network Engineer	Guarantee d package	1	1 091	1 091	1	1	1	1 143	1 143	1	1 191	1 191	1	1 241	1 241	1	1 316	1 316	
Perm anent	1 000 909 - 1 182 534	Professi onal	Senior Legal Advisor	Guarantee d package	1	1 094	1 094	1	1	1	1 146	1 146	1	1 195	1 195	1	1 245	1 245	1	1 319	1 319	
Perm	1 000 909 - 1 182	Professi		Guarantee	1	1 105	1 105	1	1	1	1 158	1 158	1	1 207	1 207	1	1 257	1 257	1	1 333	1 333	
anent Perm	534 1 000 909 - 1 182	onal Professi	Compliance Officer Senior Investment	d package Guarantee	1	1 151	1 151	1	1	1	1 206	1 206	1	1 257	1 257	1	1 309	1 309	1	1 388	1 388	
anent	534 1 182 535 - 1	onal	Associate	d package	1	1 178	1 178	1	1	1	1 234	1 234	1	1 286	1 286	1	1 340	1 340	1	1 420	1 420	
Perm anent Perm	436 022 1 182	Professi onal Professi	Assistant Finance Manager Senior Investment	Guarantee d package Guarantee								/										
anent	535 - 1	onal	Associate	d package	1	1 217	1 217	1	1	1	1 275	1 275	1	1 328	1 328	1	1 384	1 384	1	1 467	1 467	l

	436 022																					
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	Regional Manager	Guarantee d package	1	1 274	1 274	1	1	1	1 335	1 335	1	1 391	1 391	1	1 450	1 450	1	1 537	1 537	
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	Head of Supply Chain Management	Guarantee d package	1	1 276	1 276	1	1	1	1 337	1 337	1	1 393	1 393	1	1 452	1 452	1	1 539	1 539	
Perm anent	1 182 535 - 1 436 022	Professi onal	Senior Investment Associate	Guarantee d package	1	1 277	1 277	1	1	1	1 338	1 338	1	1 394	1 394	1	1 453	1 453	1	1 540	1 540	
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	HR Manager	Guarantee d package	1	1 285	1 285	1	1	1	1 347	1 347	1	1 403	1 403	1	1 462	1 462	1	1 550	1 550	
Perm anent	1 182 535 - 1 436 022	Professi onal	Northern Cape Regional Manager	Guarantee d package	1	1 287	1 287	1	1	1	1 349	1 349	1	1 405	1 405	1	1 464	1 464	1	1 552	1 552	
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	Senior Post Investment Associate	Guarantee d package	1	1 289	1 289	1	1	1	1 351	1 351	1	1 408	1 408	1	1 467	1 467	1	1 555	1 555	
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	Pre Investment Manager	Guarantee d package	1	1 309	1 309	1	1	1	1 372	1 372	1	1 430	1 430	1	1 490	1 490	1	1 579	1 579	
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	Senior Credit Risk Analyst	Guarantee d package	1	1 315	1 315	1	1	1	1 378	1 378	1	1 436	1 436	1	1 496	1 496	1	1 586	1 586	
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	Investment Principal	Performan ce bonus	1	1 332	1 332	1	1	1	1 395	1 395	1	1 454	1 454	1	1 515	1 515	1	1 606	1 606	
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	Group Company Secretary	Guarantee d package	1	1 406	1 406	1	1	1	1 473	1 473	1	1 535	1 535	1	1 600	1 600	1	1 695	1 695	
Perm anent	1 182 535 - 1 436 022	Middle Manage ment	Free State Regional Manager	Performan ce bonus	1	1 414	1 414	1	1	1	1 482	1 482	1	1 544	1 544	1	1 609	1 609	1	1 706	1 706	
Perm anent	1 182 535 - 1	Professi onal	Investment Principal	Guarantee d package	1	1 421	1 421	1	1	1	1 489	1 489	1	1 551	1 551	1	1 616	1 616	1	1 713	1 713	

		436 022 1 182																					
	Perm anent	535 - 1 436 022	Middle Manage ment	Regional Manager: WC	Guarantee d package	1	1 426	1 426	1	1	1	1 494	1 494	1	1 557	1 557	1	1 622	1 622	1	1 720	1 720	
	Perm anent	1 436 023 - 1 741 770	Professi onal	Senior Investment Associate	Guarantee d package	1	1 450	1 450	1	1	1	1 519	1 519	1	1 583	1 583	1	1 650	1 650	1	1 749	1 749	
	Perm anent	1 436 023 - 1 741 770	Middle Manage ment	Senior Post Investment Associate	Guarantee d package	1	1 520	1 520	1	1	1	1 593	1 593	1	1 660	1 660	1	1 730	1 730	1	1 834	1 834	
	Perm anent	1 436 023 - 1 741 770	Professi onal	Investment Principal	Guarantee d package	1	1 531	1 531	1	1	1	1 604	1 604	1	1 672	1 672	1	1 742	1 742	1	1 846	1 846	
	Perm anent	1 436 023 - 1 741 770	Middle Manage ment	Regional Manager: Limpopo	Guarantee d package	1	1 531	1 531	1	1	1	1 604	1 604	1	1 672	1 672	1	1 742	1 742	1	1 846	1 846	
1	Perm	1 436 023 - 1 741 770	Middle Manage ment	Strategy and Planning Manager	Guarantee d package	1	1 535	1 535	1	1	1	1 609	1 609	1	1 677	1 677	1	1 747	1 747	1	1 852	1 852	
	Perm	1 436 023 <i>-</i> 1 741	Middle Manage	iMbewu Fund	Guarantee	1	1 629	1 629	1	1	1	1 708	1 708	1	1 779	1 779	1	1 854	1 854	1	1 965	1 965	
9	anent Perm	770 1 436 023 - 1 741	ment Middle Manage	Manager Internal Audit	d package Guarantee	1	1 660	1 660	1	1	1	1 739	1 739	1	1 812	1 812	1	1 889	1 889	1	2 002	2 002	
	anent Perm	770 1 436 023 - 1 741	ment Middle Manage	Manager	d package Guarantee	1	1 661	1 661	1	1	1	1 741	1 741	1	1 814	1 814	1	1 890	1 890	1	2 004	2 004	
2	anent Perm	770 1 436 023 - 1 741	ment	Head: Credit Risk	d package Guarantee	1	1 671	1 671	1	1	1	1 751	1 751	1	1 825	1 825	1	1 901	1 901	1	2 016	2 016	
	anent	770 1 436 023 -	onal	Investment Principal	d package	1	1 672	1 672	1	1	1	1 752	1 752	1	1 825	1 825	1	1 902	1 902	1	2 016	2 016	
	Perm anent	1 741 770	Professi onal Middle	Senior Investment Associate	Guarantee d package																		
	Perm anent	1 436 023 -	Manage ment	Legal Services Manager	Guarantee d package	1	1 691	1 691	1	1	1	1 772	1 772	1	1 847	1 847	1	1 924	1 924	1	2 040	2 040	

	1 741 770																					
Perm anent	1 436 023 - 1 741 770 1 436	Senior Manage ment	Strategic Projects Fund Manager	Guarantee d package	1	1 704	1 704	1	1	1	1 786	1 786	1	1 861	1 861	1	1 939	1 939	1	2 055	2 055	
Perm anent	023 - 1 741 770 1 741	Senior Manage ment	Chief Information Officer	Guarantee d package	1	1 731	1 731	1	1	1	1 815	1 815	1	1 891	1 891	1	1 970	1 970	1	2 088	2 088	
Perm anent	771 - 2 259 984 1 741	Middle Manage ment	Turnaround Workout and Restructure Manager Socio Economic	Guarantee d package	1	1 789	1 789	1	1	1	1 875	1 875	1	1 954	1 954	1	2 036	2 036	1	2 158	2 158	
Perm anent	771 - 2 259 984 1 741	Middle Manage ment	Development and Asset Management Manager	Guarantee d package	1	1 802	1 802	1	1	1	1 889	1 889	1	1 968	1 968	1	2 051	2 051	1	2 174	2 174	
Perm anent	771 - 2 259 984	Middle Manage ment	Regional Manager: KZN	Guarantee d package	1	1 817	1 817	1	1	1	1 905	1 905	1	1 985	1 985	1	2 068	2 068	1	2 192	2 192	
Perm anent	1 741 771 - 2 259 984	Senior Manage ment	Post Investment Manager	Guarantee d package	1	1 829	1 829	1	1	1	1 917	1 917	1	1 997	1 997	1	2 081	2 081	1	2 206	2 206	
Perm anent	1 741 771 - 2 259 984	Middle Manage ment	Chief Risk Officer	Guarantee d package	1	1 901	1 901	1	1	1	1 992	1 992	1	2 076	2 076	1	2 163	2 163	1	2 293	2 293	
Perm anent	1 741 771 - 2 259 984	Senior Manage ment	Marketing and Communications Manager	Guarantee d package	1	1 946	1 946	1	1	1	2 040	2 040	1	2 126	2 126	1	2 215	2 215	1	2 348	2 348	
Perm anent	1 741 771 - 2 259 984	Middle Manage ment	Umnotho Fund Manager	Guarantee d package	1	2 012	2 012	1	1	1	2 109	2 109	1	2 197	2 197	1	2 290	2 290	1	2 427	2 427	
Perm anent	2 259 984 - 2 545 854	Senior Manage ment	Chief Financial Officer	Guarantee d package	1	2 568	2 568	1	1	1	2 691	2 691	1	2 805	2 805	1	2 922	2 922	1	3 098	3 098	
Perm anent	2 545 855 - 2 871 266	Senior Manage ment	Divisional Executive for Venture Capital & Corporate Finance	Guarantee d package	1	2 658	2 658	1	1	1	2 786	2 786	1	2 903	2 903	1	3 025	3 025	1	3 207	3 207	
Perm anent	2 545 855 - 2	Executi ve	Divisional Executive: SME's and Rural Development	Guarantee d package	1	2 732	2 732	1	1	1	2 864	2 864	1	2 984	2 984	1	3 109	3 109	1	3 296	3 296	

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Perm	871 266 2 871 267 - 3 243 836	Manage ment Executi ve Manage ment	General Counsel	Guarantee d package	1	3 133	3 133	1	1	1	3 283	3 283	1	3 421	3 421	1	3 565	3 565	1	3 778	3 778
Perm anent	≥4 691 400 1 182	Executi ve Board Member	Chief Executive Officer	Guarantee d package	1	5 072	5 072	1	1	1	5 316	5 316	1	5 539	5 539	1	5 772	5 772	1	6 118	6 118
Temp orary/ Contr act	535 - 1 436 022	Professi onals	Contracts	Guarantee d package	33	23 196	703	33	33	33	42 213	1 279	70	51 307	733	70	55 148	788	70	56 244	803
TOTA L	\sum				207	220 646	1 066	207	207	207	267 716	1 293	244	289 000	1 184	244	303 450	1 244	244	318 623	1 306

ANNEXURE E: YEAR TO DATE PERFORMANCE

Outcomes	KPIs	2024/25 Revised Targets	YTD Actual	Corrective Measures
	1. Aggregate Additional Output	R4.44bn	R6.1bn	•The NEF is on course to reach this target as 65% of the target has been achieved in the first half of the year.
Investment Stimulus	2. Value invested	R1.5bn	R1010m	 Leverage existing portfolio by growing entrepreneurs to industrialists The NEF is considering investment to the tune of R1.8 billion during the current financial year.
	3. Number of new jobs to be created	10 500	13 656	•The investment opportunities under consideration as indicated above are expected to create new jobs. The NEF has a pipeline of 46 308 jobs to be created in the current financial year.

Fransformation	4. Number of fund SMEs	150	196	 R606.3 million in the Aggregator, BI, and natural and cultural beneficiation programmes will unlock new SMEs. Enhance outreach programs to identify SMEs in underserved regions and sectors.
	5. Value of Disbursement to Black Industrialists	50%	58%	 The NEF will leverage on existing portfolio to increase investments toward BIs. Such as Gemilatex and Thring Kunene among others. The NEF has committed to contributing R228.3 million towards the KPI.

				\
	6. Percentage of disbursements to businesses owned by women	35%	37%	 Establish partnerships with women focused business agencies to identify potential investees for funding.
	7. Percentage of disbursements to businesses owned by youth and people living with disability	15%	17%	 Establish partnerships with women- and youth-focused business agencies to identify potential investees for funding. Increase marketing campaigns targeted at youth and people with disability.
High Growth and Labour Absorbent Sectors	8. Percentage of value invested made in High Growth and Labour Absorbent Sectors	50%	32.3%%	 The NEF has created strategies and programmes to reallocate resources to High Growth and Labour Absorbent Sectors. Over R1.8 billion investment opportunities in these sectors are under consideration

Structural Reform	9. Percentage of value invested made to SMEs operating made to investees operating in SEZs and IP	25%	25%	 The SMEs including the aggregator, and beneficiation programmes will be key. The pipeline is approximately R844 million focused in these areas.
Induced demand	10. Revenues from exported products and services	R75m	R125.5m	 Partnerships with export agencies and trade bodies to help SMEs access international markets. Identify NEF investees with excess capacity and export potentials.
Development of a Capable State	11. Percentage of the portfolio impaired	30%	27%	 The NEF continues to focus on strengthening post investment monitoring activities especially in businesses that reported high impairments.

12. Collections against total amount invoiced	80%	81%	 The positive variance is attributed to the success of an implementation focused on improving the portfolios collection.
13.PercentageofInvesteesPaidWithin45WorkingDaysofCommitment	70%	68%	 Streamline internal approval processes and disbursement procedures to reduce delays in payments.
14. Percentage of Suppliers Paid Within 30 days of receiving a valid invoice	80%	95%	 Streamline internal approval processes and disbursement procedures to reduce delays in payments.

ANNEXURE F: SCENARIOS

F.1. Scenario 1: 6% of R100 billion 5-year investments target

Outcomes	KPIs	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	Number of SMME's funded	68	85	106	133	166	558
	Percentage to Black Industrialists	50%	50%	50%	50%	50%	50%
Transformation	Percentage of portfolio disbursed to businesses owned by women	35%	35%	35%	35%	35%	35%
Transformation	Percentage of portfolio disbursed to businesses owned by youth and people living with disability	N/A	15%	15%	15%	15%	15%
	Number of people trained	304	380	475	594	742	2495
	Aggregated Additional Output	R2.2b	R3.2b	R4.1b	R5.4b	R7.1b	R22b
Investment Stimulus	Value of Investments	R675m	R843.8m	R1.1b	R1.3b	R1.6b	R5.5b
	Number of job opportunities to be created	4725	5906	7383	9229	11536	38779
Structural Reform	Investments made to investments operating in SEZs and IPs	25%	25%	25%	25%	25%	25%
Induced demand	Revenues from exported products and services	R33.8m	R42.2m	R52.7m	R65.9m	R82.4m	R277m
High Growth and Labour Absorbent Sectors	Investments made to High Growth and Labour Absorbent Sectors	50%	50%	50%	50%	50%	50%
Development of a Capable	Percentage of portfolio impaired	30%	30%	30%	30%	30%	30%
State	Collection ratio	80%	80%	80%	80%	80%	80%

Outcomes	KPIs	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	Number of SMME's funded	80	300	600	900	1120	3000
	Percentage to Black Industrialists	50%	50%	50%	50%	50%	50%
Transformation	Percentage of portfolio disbursed to businesses owned by women	35%	35%	35%	35%	35%	35%
Tansionnation	Percentage of portfolio disbursed to businesses owned by youth and people living with disability	N/A	15%	15%	15%	15%	15%
	Number of people trained	360	1350	2700	4050	5040	13500
/	Aggregated Additional Output	R2.5b	R9.5b	R19.7b	R31.5b	R42.2b	R105.4b
Investment Stimulus	Value of Investments	R800m	R3b	R6b	R9b	R11.2b	R30b
	Number of job opportunities to be created	5600	21000	42000	63000	78400	210000
Structural Reform	Investments made to investments operating in SEZs and IPs	25%	25%	25%	25%	25%	25%
Induced demand	Revenues from exported products and services	R40m	R150m	R300m	R450m	R560m	R1.5b
High Growth and Labour Absorbent Sectors	Investments made to High Growth and Labour Absorbent Sectors	50%	50%	50%	50%	50%	50%

F.2. Scenario 2: 30% of R100 billion 5-year investments target

Development of a Capable	Percentage of portfolio impaired	30%	30%	30%	30%	30%	30%
State	Collection ratio	80%	80%	80%	80%	80%	80%

F.3. Scenario 3: 60% of R100 billion 5-576year investments target

Outcomes	KPIs	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	Number of SMME's funded	90	660	1200	1800	2250	6000
	Percentage to Black Industrialists	50%	50%	50%	50%	50%	50%
Transformation	Percentage of portfolio disbursed to businesses owned by women	35%	35%	35%	35%	35%	35%
Transion	Percentage of portfolio disbursed to businesses owned by youth and people living with disability	N/A	15%	15%	15%	15%	15%
	Number of people trained	405	2970	5400	8100	10125	27000
	Aggregated Additional Output	R2.8b	R20b	R38.7b	R62.2b	R84.1b	R207.8b
Investment Stimulus	Value of Investments	R900m	R6.6b	R12b	R18b	R22.5b	R60b
	Number of job opportunities to be created	6300	46200	84000	126000	157500	420000
Structural Reform	Investments made to investments operating in SEZs and IPs	25%	25%	25%	25%	25%	25%
Induced demand	Revenues from exported products and services	R45m	R330m	R600m576	R900m	R1.1b	R3b
High Growth and Labour Absorbent Sectors	Investments made to High Growth and Labour Absorbent Sectors	50%	50%	50%	50%	50%	50%

Development of a Capable	Percentage of portfolio impaired	30%	30%	30%	30%	30%	30%
State	Collection ratio	80%	80%	80%	80%	80%	80%

F.4. Scenario 4: 80% of R100 billion 5-year investments target

Outcomes	KPIs	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	Number of SMME's funded	120	880	1600	2400	3000	8000
	Percentage to Black Industrialists	50%	50%	50%	50%	50%	50%
Transformation	Percentage of portfolio disbursed to businesses owned by women	35%	35%	35%	35%	35%	35%
Pe	Percentage of portfolio disbursed to businesses owned by youth and people living with disability	N/A	15%	15%	15%	15%	15%
	Number of people trained	540	3960	7200	10800	13500	36000
	Aggregated Additional Output	R3.6b	R26.4b	R51.4b	R82.7b	R111.9b	R276.1b
Investment Stimulus	Value of Investments	R1.2b	R8.8b	R16b	R24b	R30b	R80b
	Number of job opportunities to be created	8400	61600	112000	168000	210000	560000
Structural Reform	Investments made to investments operating in SEZs and IPs	25%	25%	25%	25%	25%	25%
Induced demand	Revenues from exported products and services	R60m	R440m	R800m	R1.2b	R1.5b	R4b
High Growth and Labour Absorbent Sectors	Investments made to High Growth and Labour Absorbent Sectors	50%	50%	50%	50%	50%	50%

Development of a Capable	Percentage of portfolio impaired	30%	30%	30%	30%	30%	30%
State	Collection ratio	80%	80%	80%	80%	80%	80%

Outcomes	KPIs	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
	Number of SMME's funded	150	1100	2000	3000	3750	10000
	Percentage to Black Industrialists	50%	50%	50%	50%	50%	50%
Transformation	Percentage of portfolio disbursed to businesses owned by women	35%	35%	35%	35%	35%	35%
	Percentage of portfolio disbursed to businesses owned by youth and people living with disability	N/A	15%	15%	15%	15%	15%
	Number of people trained	675	4950	9000	13500	16875	45000
	Aggregated Additional Output	R4.5b	R32.9b	R64.1b	R103.2b	R139.7b	R344.4b
Investment Stimulus	Value of Investments	R1.5b	R11b	R20b	R30b	R37.5b	R100b
	Number of job opportunities to be created	10500	77000	140000	210000	262500	700000
Structural Reform	Investments made to investments operating in SEZs and IPs	25%	25%	25%	25%	25%	25%
Induced demand	Revenues from exported products and services	R75m	R125m	R1.7b	R2.9b	R3.5b	R8.3b
High Growth and Labour Absorbent Sectors	Investments made to High Growth and Labour Absorbent Sectors	50%	50%	50%	50%	50%	50%
Development of a Capable	Percentage of portfolio impaired	30%	30%	30%	30%	30%	30%
State	Collection ratio	80%	80%	80%	80%	80%	80%

F.5. Scenario 5: 100% of R100 billion 5-year investments target

F.6. 5-year value of investments by scenario

			Value of investme	nt	
Scenario	0%	30%	60%	80%	100%
2024/25	R 1 000 000 000,00	R 800 000 000,00	R 900 000 000,00	R 1 200 000 000,00	R 1 500 000 000,00
2025/26	R 1 100 000 000,00	R 3 000 000 000,00	R 6 600 000 000,00	R 8 800 000 000,00	R 11 000 000 000,00
2026/27	R 1 210 000 000,00	R 6 000 000 000,00	R 12 000 000 000,00	R 16 000 000 000,00	R 20 000 000 000,00
2027/28	R 1 331 000 000,00	R 9 000 000 000,00	R 18 000 000 000,00	R 24 000 000 000,00	R 30 000 000 000,00
2028/29	R 1 464 100 000,00	R 11 200 000 000,00	R 22 500 000 000,00	R 30 000 000 000,00	R 37 500 000 000,00
Total	R 6 105 100 000,00	R 30 000 000 000,00	R 60 000 000 000,00	R 80 000 000 000,00	R 100 000 000 000,00

ANNEXURE G: ASSUMPTIONS

KPI	Assumptions
Aggregated Additional Output	 Directly linked to the Value of Investments, thus the Transformation Fund
riggrogatou / laakional o alpat	 Availability of the Transformation Fund Availability of the Investment
Value of Investments	Professionals in the market.
Number of New Jobs to b Created	Average cost per job is R142 000 000
Number of SMEs	 Availability of capital Average transaction size of R10 million
Percentage of funded agri-businesses relative to total number of SMEs	Availability of capital
Value of Disbursement to Black Industrialists	Availability of capital
Percentage of disbursements to businesses owned by women, youth and people living with disability	Availability of capital
	 Conclusion of partnerships and MOUs with other government institutions (SITAs, DoL). Willingness to participate by NEF Investees and trainees.
Number of people trained	Availability of capital.
Percentage of investments made to investees operating in SEZs and IP	Availability of capital.
Revenues from exported products and services	 Availability of capital Export license Custom registration
Percentage of investments made to investees operating in High Growth and Labour Absorbent Sectors	 Availability of capital. Adequate training and capacity building interventions to support emerging and aspiring entrepreneurs.
Percentage of the portfolio impaired	Extent of risk assumed
Collection ratio	Favourable interest rate environment
Percentage of investees paid within 45 working days of commitment	 Third party processes as part of the collection of the conditions precedent are not more than 45 days
Percentage of suppliers paid within 30 days of receiving a valid invoice	Availability finance systems

ANNEXURE H: BROADER ALIGNMENT TO OVERCOMING KEY CONSTRAINTS

10.1 Strategic Markets for domestic producers

Interventions	Outcomes and Indicators	NEF alignment
Unlocking Strategic Markets for domestic products:1.Optimising Public Procurement as a policy tool to 	Outcome: Strengthen the domestic economy and increase local and global market competitiveness • Alignment with the Public Procurement Act and its Regulations as a policy tor support local industrial development • Local Procurement Spend • Compliance to the B-BBEE Act and Codes of Good Practice • Strengthen remedies for non-compliance on B-BBEE Act, Codes of Good Practice and Local Content requirements. • Advance market access opportunities in the private sector.	 Total funds committed for SMEs 2026 (R1.5bn) – NEF direct. KPI 2: Value of investments made (R100b in 5 years) Payment of suppliers on time (within 30 days) KPI 14: Percentage of suppliers paid within 30 days of receiving a valid invoice - 80% Disbursement of funds within 45 days of approval for 70% of approvals. KPI 13: Percentage of investees paid within 45 working days of commitment - 70%
of Good Practice to		

open up opportunities in the value and supply chains of the South African economy: Optimise the Enterprise and Supplier Development (ESD) element in the Codes of Good Practice,

- 4. Expand the categories of preference in the allocation of contracts in Public Procurement: The least cost prices should not be only indicator; but equity, empowerment, economic and technological development should be But
- 5. Reform Public Procurement Policies and Processes: streamline public procurement to increase efficiencies in the supply chain systems.
- 6. Use trade measures to support and protect local manufacturers: Reduce imports which displace local producers and incentivise production capability and capacity
- 7. Support for emerging suppliers

- % of policy and regulatory misalignment between domestic procurement practices and the Public Procurement Act and its Regulations addressed
- % of total public procurement spent on local producers
- % of businesses compliant with the amended BBBEE Act,
- Number of remedies imposed for noncompliance with the B-BBEE Act, Codes of Good Practice and Local Content requirements/ % of remedies imposed.
- Number of market commitments secured for local producers
- % increase in market share for local products through number of agreements concluded
- % increase in local production through

in the private, in particular the retail sector: Increasing local product visibility on shelves to boost market access and expand export opportunities.	localisation measures Champion: Transformation and Competition supported by Sectors Entities: BBEE, Competition Commission, ITAC, NEF, IDC, NRCS	

10.2 Market Concentration and Economic Inclusion

Interventions	Outcomes and Indicators	NEF Alignment

Focus on reducing	Outcome:	 As part of
market concentration	 Reduced market 	addressing
by ensuring that	concentration by ensuring	inclusion,
economic opportunities	that economic opportunities	funding
are accessible to a	are accessible to a broader	businesses
broader range of	range of businesses,	not located in
businesses, particularly	particularly focusing on the	concentrated
focusing on the	empowerment of	hubs such as
empowerment of	historically disadvantaged	the SEZs and
historically	groups	IPs
disadvantaged groups.	- Implementati	
Through:	on of	KPI 8: Percentage of
•effective	BBBEE	investments made to
implementati	(Section 10)	investees operating in
on and	focussed on	SEZs and IPs – 25%
enforcement	issuing	
of BBBEE,	licenses,	Intensify
targeted	concessions	investments in
sector codes,	and sector	identified key
•policies	codes	sectors that
encouraging	- Enforcement	are labour
SMME	and	absorbing
growth and	Improved	(Manufacturin
employee	Compliance	g; Agriculture;
ownership,	of BBBEE	Services –
•promote	Section 1	including
inclusive	- Reduce	wholesale and
economic	Sectors with	retail trade,
participation,	High Market	other global
reduce	Concentratio	business
monopolistic	n	services;
tendencies,	- Percentage	Tourism;
and stimulate	increase in	Steel;
a more	share of	Infrastructure;
equitable	SMMEs in	and Energy).
distribution of	the economy	anu Energy).
economic	to 45%	KPI 10: Percentage
	- Implementati	of investments made
power.	on of	to investments made
	Employee	
		operating in High Growth and Labour
	Ownership Share	
		Absorbent Sectors –
	Scheme	<mark>50%</mark>
	(ESOPS)	
	Indicators	

		Catting saids
	 % increase in businesses 	 Setting aside
a Andrewski († 1997)	audited for BBBEE	funding to
	compliance, with a focus on	support job
	Section 10 enforcement	preservation
	•% increase of the economy's	for Black
	output (GDP) contributed	Businesses
1.5.8 1.7 1	by SMMEs,	(Distress relief
	•% increase, from 45%, in	funding),
	share of companies	working
	implementing employee	capital/
11 16	ownership schemes to	missing
	allow for broader	middle for
1 1	participation in business	businesses-
	ownership	R150 million
1 30	•% Increase participation in	per annum.
	highly concentrated sectors	This fund is
	with specific focus on	part of the
	encouraging the entry of	total
	Black-owned businesses	investments
	(i.e. financial services,	to be made.
	Gambling, etc)	
10	Champion: Transformation and	KPI 2 : Value of
1	Competition	investments made
	Competition Commission, Gambling,	(R100b in 5 years)
	DFI, NCC	
		Develop
		 Develop aggregation
		aggregation
		aggregation schemes with
		aggregation schemes with big business
		aggregation schemes with big business (e.g.
		aggregation schemes with big business (e.g. agriculture
		aggregation schemes with big business (e.g. agriculture value chains). This forms
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		aggregation schemes with big business (e.g. agriculture value chains). This forms part of the aggregator strategy which is tracked through the delivery of the value invested, the number of
		aggregation schemes with big business (e.g. agriculture value chains). This forms part of the aggregator strategy which is tracked through the delivery of the value invested, the number of SMEs funded

percentage of
those funds
into High
Growth and
Labour
Sectors.
KPI 2 : Value of
investments made
(R100b in 5 years)
KPI 4: Number of
SMEs funded
KPI 10: Percentage
of investments made
to investees
<mark>operating in High</mark>
Growth and Labour
Absorbent Sectors –
<mark>50%</mark>
-

10.3 Unlocking Access to Capital / Finance Outside the State

Interventions	Outcomes and Indicators	NEF alignment
Interventions Unlocking rand value of financial capital outside the state	Outcomes and Indicators Outcome: •Strengthen equity and balance sheet of DFI's by an annual value of R15 Billion •Rand value increase in grant funding through enhanced collaboration	 NEF alignment Make submissions to the dtic and NT to secure approvals for DFIs to issue credit guarantees. Make submissions to the dtic and NT to secure approvals for
	and investment from the private sector. Indicator: 1. Unlock the ability of DFIs to access fiscal	DFIs to have a regime permitting them to hold majority stake in entities without contravening the PFMA.

	reserves with National	Support interventions to
1000	Treasury to enable the	enable tax exemption
	reconfiguring of the	status for DFI's.
	capital structure of DFI	Lead the process to set
,	balance sheets, R15	up the Transformation
1 11	billion pa over 5 years	Fund.
	2. Tax exemption status	The outcomes of these
1 1 1	for DFI's (0%)	efforts will lead to the
11 15	3. R3 billion of private	Investment Made R100
0 1	sector funding secured	billion over 5 years from
1 1	focussed on unlocking	concessionary third-
	financial capital	party funds.
1	outside the state	
1 1	Champion: Incentives	KPI2: Value of Investments
	Entities: DFI's	Made – R100 billion over 5
		years.

10.4 Digital economy and digital transformation

Interventions	Outcomes and Indicators	NEF Alignment
 Digital public infrastructure ICT Eco systems Satellite Broadband Infraco Municipalities and Metros to Implement Digital Infrastructure Systems to Improve Billing Systems and Reduce Losses 	Champion: Research supported by Sectors Entities: ALL (Competition Commission, IDC and NEF)	 Support SMEs linked to Competition Commission Online Platform Intermediation Market Study – e-hailing, Sweep South, online delivery (trucking delivery) – support at least 4 000 jobs through such initiatives. Support at least one digital platform business per annum. Supports spaza shops that utilize digital platforms to enhance their procurement

	processes, thereby promoting local innovation
	KPI 4 : Number of SMEs funded KPI 10 : Percentage of investments made to investees operating in High Growth and Labour Absorbent
//	Sectors – 50%

10.5 Industrial Parks Impact

Interventions	Outcomes and Indicators	NEF Alignment
Develop sustainable industrial infrastructure, through which private public partnerships promote competitive industrial parks, spaces and clusters – especially in townships and rural communities, with the aim of promoting growth in local economies and investments • Deeper interventions in specific areas that drive key economic drivers (e.g. Rosslyn, Wadeville, Durban South Basin, etc. identified as some of the key export	Outcomes: Developed industrial parks / spaces as high growth catalysts for local manufacturing, services, MSMEs incubation and investments (particularly in townships and rural communities) • Competitive & compliant industrial parks for development of local industries • Increased number of MSMEs participating in value chains	 Revitalise Phuthaditjaba Clothing and Textiles Hub. Need access to the CTFL incentive scheme. Collaborate with GP Government to support furniture manufacturing Hubs in GP – focus on school furniture and

drivers & manufacturing areas) • Focus on well- located, underperforming industrial spaces with high economic and social return potential • Map available financing sources to support infrastructure requirements (electricity, water, transport, communication, etc.) across all industrial hubs • Apply effective land governance, parks management and reliable service delivery and maintenance of infrastructure	 prioritised sectors Feasible case studies of private and public ownership models developed for IPs Alignment between TVETs and incubation centres achieved for uptake of youth artisans and women focused interventions – located in industrial parks 20 highly competitive and diversified industrial parks revitalised and models against international benchmark Developed MSEMs participating in PRASA & ESKOM Contract Participation Goals for manufacturing, enterprise development, supplier development and skills development 	suppling furniture to Government. Dtic to support with furniture fund. • Support 3 GBS Centres (Call Centres) during the MTDP. • Support businesses located in industrial hubs in townships and rural areas as part of the Spaza Shop/Township Fund KPI 8: Percentage of investments made to investees operating in SEZs and Ips KPI 4: Number of SMEs funded

opportunities in agro- processing, light engineering manufacturing, ICT and services sector • Increased number of TVETs and Artisans Centres in collaboration to strengthen skilled workforce and MSMEs development Champion: ISID	
 25 small industrial hubs for townships and rural economies development for beneficiation of 	

10.6 Workforce Readiness & Skills for the Economy

Interventions	Outcomes and Indicators	NEF Alignment
Building a more dynamic, skilled, and competitive workforce by enhancing the employability of individuals and supporting economic growth. By implementing key strategies such as ring- fencing funds for internships, compulsory	Outcomes: Increasing Skills and Work Experience for the Economy •Enforcing Section 10 of the Employment Services Act for mandatory	 Recruitment of interns at NEF and funded businesses, 2025 – 20 interns. Financial year 2026, 100 interns. Recruitment of 10 interns for the BEE

vacancy notifications, aligning with labour legislation, and directing bursary funds towards labour market development, the goal is to create a more skilled, adaptable workforce that meets industry needs. Internship **Opportunities** and Work **Experience: Ring-fencing** SETA funds for internships, Internships, apprentices, Improved Vacancy Notification and Job Matching: Compulsory notification of vacancies for entry-level positions will ensure that job seekers, particularly in lowincome brackets. have access to opportunities. Legislative Support for Vacancy Reporting and Ministerial **Regulations:** Ensuring compliance with Section 10 of the Employment Services Act will lead to a more transparent and effective labour market.

vacancy reporting Allocating % of bursary funds to labour market development to enhance skills and employability •Ring-Fencing funding programs i.e. internship, and apprentices to increase practical work experience. Enforcing employer payment of UIF contributions Indicators: 1. % Increase in public education/ training from 30% to 50% 2. % Increase in workforce placement from 7% to 30% 3. % of total bursary fund allocations directed toward labour market programs, internships, or work experience initiatives

Commission. NEF to cover the stipends for BEE Commission interns.

- Raise R256 million from National Skills
 Fund. Target to create
 2000 internships/work
 opportunities over 5
 years.
- Allocate а bursary scheme to support labour market development and increase employability with (partnerships TVET Colleges, Setas and UIF). R5 million annum per in bursaries/workplace internship support.

KPI 3: Number of new

jobs created

•Bursary Funds for labour Market Development: Directing 10% of bursary funds towards labour market development initiatives will bridge the gap between education and	5.	% of employers reporting vacancies in compliance with Section 10 of the Employment Services Act 10% Increase in UIF contributions
employment. •Categories of	Champio supporte	n: ISID d by all DTIC
allocations:	Branches Entities:	3

10.7 Strategic Markets: Deepening market opportunities for domestic producers

Interventions	Outcomes and Indicators	NEF Alignment

UnlockingStrategic Warkets for domestic oroductsOutcome:• Payment of supplies on time (within 30 days)• Optimising Public• Strengthen the domestic economy and increase local and global market competitiveness:• Payment of supplies on time (within 30 days)Procurement as a policy tool to support local industrial development:• Alignment with PFMA, public procurement Act. Publish the list of products for local production and content• Alignment with PFMA, public procurement Act. Publish the list of products for local production and content• Increased and enforcement system: enhance market access opportunities for small enterprises, co- operatives and designated groups line with the National Small Enterprise Act (Act No. 102 of Black Economic Enterprise Act (Act No. 102 of Black EconomicOutcome: • Strengthen the domestic competitiveness: • Alignment the National Small Enterprise Act (Act No. 102 of Black EconomicOutcome: • Strengthen the domestic procurement spent on local suppliers addressed • % of businesses compliance market access opportunities addressed• Provide adpressed • % of businesses compliance the National Small Enterprise Act (Act No. 102 of Black Economic• Outcome: • % of businesses compliance • % increase in market share for local ag			
oroductseconomy and increase local and global market competitiveness:supper (within 30 days)Procurement as a policy tool industrial development:- Alignment public procurement- Alignment public procurement30 days)Finalise Regulations to support the Public- Increased local regulationsof suppliers paid with PFMA, publicProcurement Act. Public- Increased local procurement- Increased local market compliance , penalties and enforcement t toontem- Nadvanced market commitment- Procurement for local products for local products- Advanced market commitment ts for local products- Advanced market addressed- Procurement for small enterprises co- operatives and designated groups line with the National Small- Missional enterprise Act (Act No. 102 of 1996) and by Broad-Based Black Economic- % of businesses compliant with the amended BBEEE Act, factoring in the procurement operatives and designated groups line with the National Small- % of businesses compliant with the amended BBEEE Act, factoring in the procurement of penalties for local products through agreements concluded-*% of businesses compliance. *% increase in market share for local products through agreements concluded-*% increase in market share for local products through agreements concluded-*% increase in market share for local products through agreements concluded-*% increase in market share for local products through agreements concluded <td></td> <td></td> <td> Payment of </td>			 Payment of
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Economic	Black		
Empowerment	Economic		investments made
Linbowennent	Empowerment		

Act, 2003 (Act	•% increase in import	KPI 13: Percentage
No. 53 of	replacements through	of investees paid
2003).	localisation	
•Implement the B-	Champion: Transformation and	within 45 working
BBEE Act and	Competition	days of commitment
Codes of	Entities: BBEE, Competition	KPI 14: Percentage
Good Practice	Commission, ITAC, NEF, IDC,	of suppliers paid
to open up	NRCS	
opportunities		within 30 days of
in the value		<mark>receiving a valid</mark>
and supply	/ · · · · · · · · · · · · · · · · · · ·	invoice
chains of the		
South African		
economy:		
Optimise the		
Enterprise and		
Supplier		
Development		
(ESD) element		
in the Codes of		
Good Practice,		
•Expand the		
categories of		
preference in		
the allocation		
of contracts in		
Public		
Procurement:		
The least cost		
prices should		
not be only		
indicator; but		
equity,		
empowerment,		
economic and		
technological		
development		
should be But		
•Reform Public		
Procurement		
Policies and		
Processes:		
streamline		
public		
procurement to		

increase	
efficiencies in	
the supply	
chain systems.	
•Use trade	
measures to	
support and	
protect local	
manufacturer	
s: Reduce	
imports which	
displace local	
producers and	
incentivise	
production	
capability and	
capacity	
•Support for	
emerging	
suppliers in	
the private, in	
particular the	
retail sector:	
Increasing local	
product	
visibility on	
shelves to	
boost market	
access and	
expand export	
opportunities.	

10.8 Interventions: Transport and Logistics Administrative Costs

Interventions	Outcomes and Indicators	NEF Alignment

Localisation: Increase Rail Funding and Supply 1. Reliable and Affordable Rail Services: Enhanced rail services that are dependable and cost-effective, ensuring improved transport for goods and passengers. 2. Increased Rail Capacity: Significant expansion of rail infrastructure and rolling stock to meet growing demand for rail transport. 3. Improved Rail Infrastructure:	Outcome: •Localisation increase rail funding and supply Indicator: •Measure the volume and rand value of orders from SOEs Directed to Private Sector •Achieve 30% on local content compliance rate on local content requirements in rail procurement and supply. •Achieve 60% rail procurement from BBBEE-Compliant Suppliers over the Medium-Term Development Plan (MTDP)	 Funding for Black Owned suppliers of rail components (e.g. manufacturing of rail sleepers). KPI 10: Percentage of investments made to investees operating in High Growth and Labour Sectors KPI 4: Number of SMEs funded
Upgraded and expanded rail infrastructure to support increased capacity and efficiency in the transport network. 4. Reduction of the cost price for rail transport, to be more competitive and efficient mode of transportation.	Champion: Sectors Dr Tebogo Outcome: •Cost price reduction for rail transport to be more competitive and efficient mode of transportation Indicator: •Achieve a 60%-80% reduction in rail transport costs relative to road transport, supported by targeted subsidies, private sector investment, and	

	efficiency	
No. 2000-14/02/23	improvements.	
Stor Make	Baseline: Current rail	
	transport costs are 140%	
	higher than road transport	
1 1 1 1 1	costs.	
	Champion: Sectors Dr	
	Tebogo	
15.0 /	Entities: BBBEE, IDC	
11		

10.9 Strategic Market Access : Exports for Global Markets

Interventions	Outcomes and Indicators	NEF alignment
Promote market access in	Outcomes:	 Identify and
strategic domestic & global	1. Increase access to	fund exports
markets by enhancing export	export credit	orientated
credit, developing productive	facilities to support	SMEs to
capacities in industrial policy	businesses in	leverage on
sectors, strengthening value	expanding their	trade
chains, and fostering trade	market reach	agreements.
agreements to resolve	globally.	
barriers and increase	2. Strengthen	KPI 4: Number of
exports.	industrial policy	SMEs funded
1. Export credit	sectors to boost	
2. Productive	production	Increase
capacity:	capabilities and	exports value
Industrial policy	enhance the	generated from
sectors	competitiveness of	intra-regional
3. Value chain:	South African	and global
export and	industries in	trade through
development	international	funds
4. Promotion of	markets.	committed:
products: trade	3. Develop and	Target for FY
agreements	integrate value	2025: (R125
	chains that support	

- Trade agreements across government
- 6. EXIMBank Launched
- 7. Resolving trade barriers

the export of goods, ensuring local industries benefit from global trade opportunities. Leverage trade agreements to enhance market access, promoting South African products internationally and increasing exports. 4. Establish and implement trade agreements across various government sectors to create a cohesive approach to international

5. Facilitate the establishment of the Exports Bank (EXIMBank) to provide funding and reduce risks for South African enterprises engaging in international trade

market access.

 Identify and resolve trade barriers that hinder market access, ensuring smoother mi), MTDP 5 years: (R5b)

KPI 9: Revenues from exported products and services

international trade	
flows for South	
African businesses.	
Indicators:	
1. R3 Trillion Export	
Market Access to	
Global Markets (All	
22 Priority	
Markets):	
Achieve R3 trillion	
in export market	
access across all	
22 target global	
markets, expanding	
South Africa's	
presence in	
strategic regions.	
2. % Increase in	
capacity of South	
Africa's Enterprises	
to Export by	
improving their	
competitiveness	
and market access.	
3. % Increase the	
visibility of South	
African goods and	
services in targeted	
export markets,	
with a focus on	
securing new trade	
agreements and	
partnerships to	
support growth.	
Champion: Exports	

Entities: ITAC, ECIC, IDC, NEF	

10.10Illicit Trade

Interventions	Outcomes and	
	Indicators	
Prevention of grey imports	OUTCOME:	NEF to
(i.e Clothing and textiles on	 Decrease in the 	implement
a rise, Lead Batteries,	value of illegal	the Spaza
Furniture)	imports and illicit	shop fund.
•Automotive industry: state	trade in the key	KPI 4: Number of
exactly terms of trading	sectors	SMEs funded
•Health inspectors in	 PPP enforcement 	
collaboration with	 Designation and 	
Department of Health	labelling	
 Reduce illicit goods entering 	requirements	
the country. Illicit goods are	(track and trace)	
identified as:	 ITACs ability to 	
• Under	enforce	
invoicing	(inspectors to be	
(Classified	deployed from	
under	Pretoria to the	
incorrect	ports of entry)	
tariffs /	•Change from case	
Prohibited	by case focus	
goods	i.e WTO	
illegally	provisions	
imported		
(e.g. second-		

hand apparel

and cars)

- •Prevent the risk of transshipment of goods that do not comply with rules of origin requirements and should not benefit from preferential trade agreements
- Alert/Trigger system for increased influx of imports from countries that do not produce certain products fast-track import of sugar from a non-sugar producing country

Possible solutions

 Improve the scanning capacity at entry points •Stronger enforcement at ports of entry (SARS) Coordinated work programme through the BMA Data management solution and surveillance systems Import surveillance Import control regulation (ITAC) •Advocate for the review of the de minimis rule. •Greater enforcement of Accredited Economic Operator (AEO) to fasttrack port clearance times Regulation

•Enforcement capabilities of regulators

INDICATOR

 Increase spaza shop fund to R1billion Increase "inspection workers" with municipalities Strengthen inter agency task force for boarder management and controls Interdepartmental task team including SARS, and DTIC focusing on illicit goods (trace origination of product) •Training of law enforcement on investigation and prosecution of illicit good importers •Development of a digital system for tracking and e-commerce

•NRCS, SABS	regulations
 Transport regulations 	support
•Bilateral cooperation in areas	•Penalties: in place
where illicit trade has been	for illicit traders (
identified SACU	% of penalties to
agreements (currently SA	law
Namibia talks)	enforcement)
 Incentivise legal traders: AEO 	•Space entities to
Run by SARS	develop system
	of tracing
	SARS INDICATOR
	•SARS compliance
	unit- PPP to
	help with
	inspector
	capacity
	•Revive the PPP for
	capacity of
	scanners
	•SARS
	•Risk based (Master
	plans)
	•Customs:
	increased
	capacity
	Champion: Trade to
	lead, supported by
	Sectors
	Entities: All regulators

10.11 Red Tape Reduction

Interventions	Outcomes and Indicators	NEF Alignment

Process and policy	Outcomes:	
instruments optimisation,	 A fully integrated and 	
harmonisation, digitisation,	digitised	
and integration to improve	management	
service delivery and	system enrolled to	
operational efficiency.	track and monitor	
•Enrolled	operations	
Management	efficiency.	
System	 Transition to a fully 	
 Digitalisation 	digital framework	
•Process	for business	
Improvement	operations,	
•Operational	enhancing	
Efficiency	accessibility,	
•Legislative	transparency, and	
Efficiency	ease of use.	
(Assisting Service	•Continuous	
Delivery)	improvement of	
.,	business	
	processes to	
	increase	
//	productivity and	
	reduce	
	inefficiencies	
	across operations.	
	•Streamlined	
	operations to	
	reduce costs,	
	improve time	
	management, and	
	enhance the	
	overall	
	effectiveness of	
	service delivery.	
	•Simplified legislative	
	and regulatory	
	processes to	
	expedite service	
	delivery and	
	facilitate smoother	
	operations across	
	government	
	institutions.	

Indicators: •% of processes and policy instruments optimised, integrated and harmonised, •Reduce turnaround times by 3 months i.e. Clearing regulations and permits issues within 3 months •% reduction in demurrage fees over the next year by improving operational efficiency and clearing bottlenecks. •% Increase of transactions processed digitally, improving speed and reducing manual errors. •Fast Track regulatory frameworks to	 Disburse 70% of all investments within 45 days of their commitments KPI 13: Percentage of investees paid within 45 working days of commitment Pay 80% of all suppliers withing 30 days of a valid invoice. KPI 14: Percentage of suppliers paid within 30 days of receiving a valid invoice
reducing manual errors. •Fast Track regulatory	

10.12 Omnibus Regulation

Interventions	Outcomes and Indicators	NEF Alignment

Omnibus Bill and Regulations

lations
•Conclusion of
Infrastructure Act
and other relevant
legislation
•Establishment of a
Committee and
Structure
•Working closely with
Investment Fast
Tracking
Committee to
remove
bottlenecks to
investments (tbc)
 List of approvals of
processes/
projects/
requirements to
be exempted for
fast track to unlock
major investments
 List of permissions
required by
industry on key
projects
•Identify the list of
regulations across
the departments
applicable for red
tape

•Outcomes: Creating an enabling environment for companies through fastracking of legislation, other instruments, reducing red tape and unlocking bottlenecks Investment secured in the economy and contributing to inclusive growth

Make submissions to **the dtic** and NT to secure approvals for DFIs to issue credit guarantees.

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- Make submissions to **the dtic** and NT to secure approvals for DFIs to have a regime permitting them to hold majority stake in entities without contravening the PFMA.
- Support interventions to enable tax exemption status for DFI's.
- Lead the process to set up the Transformation Fund.

The outcomes of these efforts will lead to the Investment Made of R100 billion over 5 years from concessionary third-party funds. There are, however, no specific indicators related to this.

 Infrastructure issues
 Local content
 Concentration
 Skills

industrialisation

2. Economic Crimes

Solving for:

1. De-

Red tape reduction