



ANNUAL PERFORMANCE PLAN 2024 – 2025

Presentation to the Portfolio Committee on Trade, Industry and Competition

Tuesday, 3 September 2024

Mr Mzi Dayimani, Acting CEO

Table of Content

The NEF's Mandate	3
Developmental Objectives	4 - 5
Linkage between Government Regulation and the NEF	6
Governance Structure and Oversight	7 - 10
Human Capital	11
NEF Products and Services	12 – 13
Life to Date Performance	14
NEF 2023/24 Performance	15 – 16
Capable State	17
Research Capacity	18
Strategic Partnerships With Investees	19
2024 Economic Overview	20
APP Assumptions	21
2024/25 APP Targets	22 – 24
Financial Planning	25
Targeted Rural & Township Businesses	26
Fund a Woman Fund a Nation	27
Industry Focused Interventions	28
The NEF's Impact	29 – 40
Thank You	41

The NEF's Mandate

Growing Black Economic Participation

The NEF is an agency of **the dtic** which was established under the National Empowerment Fund Act No 105 of 1998 (NEF Act) and operates in terms of the Public Finance Management Act (PFMA) Act No.1 of 1999,

VISION The NEF aims to be the top provider of innovative solutions for economic inclusion in South Africa. As a catalyst for B-BBEE, it focuses on enabling, developing, and promoting investments and transformation to support sustainable black economic participation.

MISSION Act as a catalyst for Broad-Based Black Economic Empowerment in South Africa, driving sustainable black economic participation through innovative investment and transformation solutions.

VALUES The NEF's values, embodied in the acronym EMPOWER (Ethics-Motivation-Performance-Ownership-Worthy-Excellence-Respect), stand as the foundation of its ethical commitment and service to the nation, upheld by a pledge made by all members of the organization:

Developmental Objectives

Advancing emerging black entrepreneurs into industrialists



Catalyst for Transformation of the SA Economy

The NEF focusses on inclusive growth and development by funding black-owned businesses. The NEF supports key government objectives: promoting black women's economic participation, and driving growth in economically depressed provinces, rural and township economic development.



Job Creation and Preservation

The NEF focusses on supporting businesses which create jobs and sustain jobs. is committed to expanding BEE by partnering with stakeholders, including Enterprise Development funders, to secure funding for entrepreneurs to maximise job creation.



Leveraging Black Industrialists for Market Access

We support the development of new Black Industrialists and leverage their value chains to create markets for emerging SME's. The NEF assists investees to diversify client base and expand businesses. Create networks between NEF investees and established businesses for industrial led growth.



Non-financial support

Pre-investment support: business plan support and advice on clients regarding their proposed ventures.

We use lessons learnt to advise clients whose ideas could be detrimental to clients and advise them on options to explore to ensure sustainability.

We offer mentorship and back-office support to existing businesses.



Maintaining Capability

The NEF fosters a people-centered environment, enhancing employee engagement, attracting and retaining top talent, and positioning the organization as an employer of choice.

We contribute towards developing a capable state by supporting other state-owned entities with capacity and by retaining experienced talent.

Developmental Objectives (cont'd)

Advancing emerging black entrepreneurs into industrialists



Rural and Township Development

The NEF has specialist funding and support for businesses located in rural areas and township.

Focus on developing economically depressed communities in order to create sustainable ventures and job opportunities in targeted areas.



Women Empowerment

We have funding solutions focusing on businesses which are owned and managed by Black women.

The NEF focusses on supporting businesses which create jobs and sustain jobs. Outcome based targets are set such that women owned businesses are preferred.



Future Industries and Job Creation Sectors

The NEF focusses on industries of the future like the digital economy transformation, e-commerce and fintech.

Focus in job creation sectors like manufacturing, agriculture and agro-processing, Tourism, fabrication etc

Linkage between Government Regulation and the NEF



Governance Structure and Oversight

Planning and Reporting

- The NEF has a board which serves as the Accounting Authority. Oversight is provided by **the dtic** through continuous engagements relating to the planning as well as performance and financial reporting by the NEF.
- The NEF accounts to the Minister of Trade, Industry and Competition as its Executive Authority and reports to Parliament on a regular basis.
- The department also conducts visits to NEF investees, providing on the ground exposure to businesses in the segment of the South African economy that is universally accepted to be a key driver of economic growth.

Planning

- Strategic Plan
- Annual Performance Plan
- Annual Operating Plan

Reporting

- Annual Integrated Report
- Quarterly Performance Report
- Ongoing engagements and reporting to the dtic
- Monthly Performance Report

Governance Structure and Oversight

The NEF's Board of Trustees



Dr Nthabiseng Moleko
Non-executive Trustee and
Chairperson



Mr Mziwabantu Dayimani
Executive Trustee and
Acting Chief Executive Officer



Ms Rethabile Nkosi
Non-executive Trustee and
BIC Chairperson



Ms Thinavhuyo Mpye
Non-executive Trustee and
AC Chairperson



Ms Lucretia Khumalo
Non-executive Trustee and
RPMC Chairperson



Ms Philile Mbokazi
Non-executive Trustee and
HCRC Chairperson

The Executive Authority of the NEF is overseen by the Minister of Trade, Industry, and Competition (**the dtic**), who appoints the Board members of the NEF as per the NEF Act terms of section 8(1) and 9(2)(b). The Board consists of trustees with expertise in law, economics, business, development, capital markets, and finance. As of January 2024, the Board includes six non-executive trustees and one executive trustee, the NEF Acting CEO. The NEF Board charter is in place and is updated regularly to regulate the parameters within which the Board operates and ensures the application of the principles of good corporate governance in all its dealings. The Board sets the NEF's strategic direction, ensures good corporate governance, and provides oversight. Governance structures include Board Committee charters, a Delegation of Authority Framework, conflict of interest policies, a Code of Conduct, and a Whistleblowing Fraud Line.

Governance Structure and Oversight

The NEF's Board Sub-Committees

Risk Portfolio Management Committee (RPMC)

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.

Audit Committee (AC)

The committee helps the Board fulfill its duties by overseeing the financial reporting process, the audit process, the internal control system, and compliance with laws and regulations.

Social and Ethics Committee (SEC)

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.

Human Capital and Remuneration Committee (HCRC)

The Committee supports the Board by aligning the NEF's business and people strategies. The committee focuses on key people-related matters, both current and future, to ensure alignment.

Board Investment Committee (BIC)

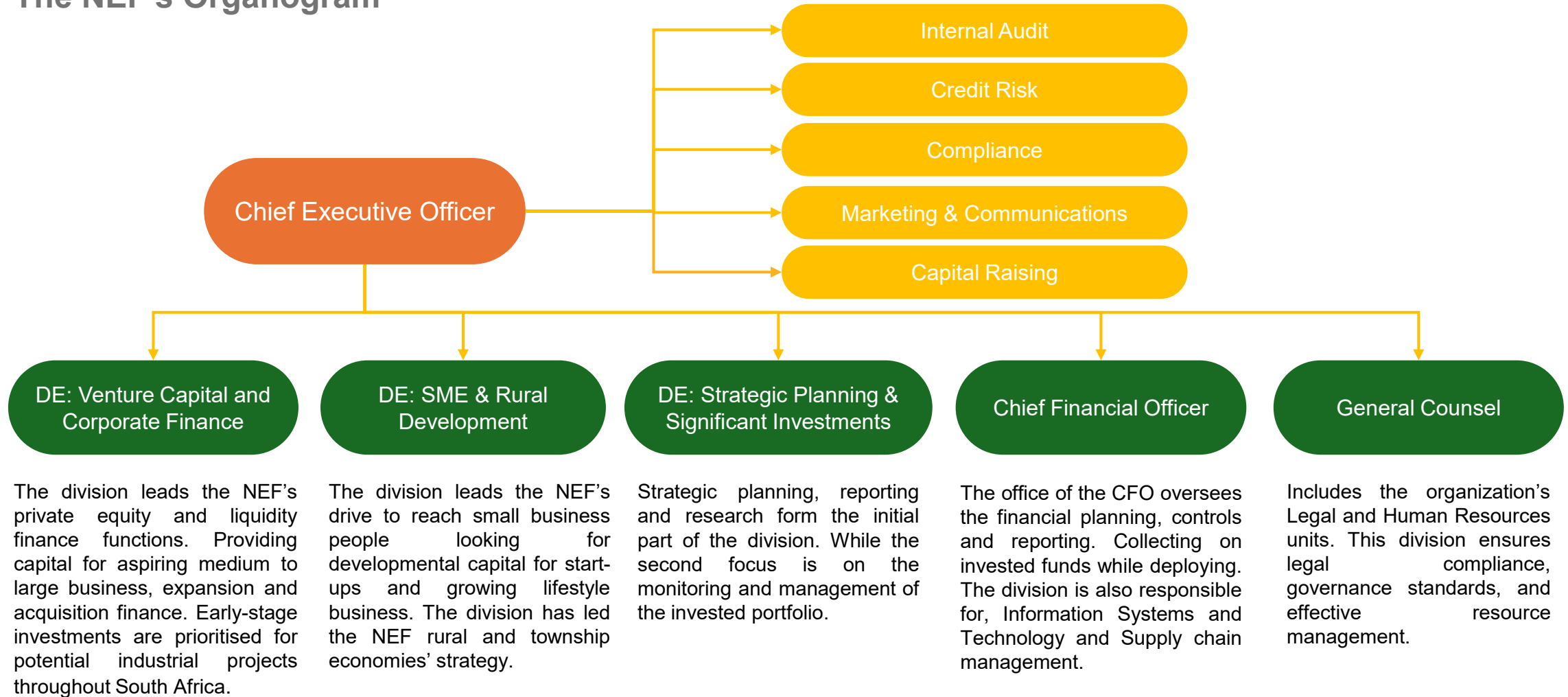
The Committee is responsible for granting credit, with delegated authority to approve transactions up to R50 million per applicant. It also reviews and recommends transactions exceeding this threshold to the Board for approval.

Nomination Committee (NOMCO)

NOMCO supports the Board by overseeing and making recommendations for board committee vacancies for the Board's consideration and approval. NOMCO is responsible for handling the CEO appointment and filling positions within the Board committees.

Governance Structure and Oversight

The NEF's Organogram



Human Capital

Fostering diversity, well-being, and professional growth

As of the 31 March 2024, the NEF had a diverse staff complement of 182 people. Most of the employees (95%) are black people correlating to the country's population. The 56% of the staff are female and 44% are male.

Some of the many benefits the NEF has in place to cover the well being of its staff include:

- A rich and rewarding career that is distinctively different from others, which offers advancement and developmental opportunities.
- Competitive rewards for its employees which includes performance-based incentives.
- A work life balance – the hybrid model offers employees the opportunity to work remotely, thus enabling them to continue with their day-to-day lives while being productive.
- Staff bursaries as well as training and development.
- Pension-backed home loans.
- Additional leave types – moving house leave, long service leave, sport leave, adoption leave and special extended sick leave.
- Group life cover.
- Extended family funeral benefit.
- 24/7 confidential Employee Assistance Programme (EAP).

NEF Staff complement by qualification

Qualification	Staff Count
Chartered Accountants	13
Master's degree	14
Engineers	1
LLB degrees	9
Honours degree	34
Bachelors' degree	48
Diplomas	20
Certificates	38
Other	5

NEF Products and Services

Financial Support

The NEF's competitive edge lies in its mandate to lead in financing black entrepreneurs and addressing the needs of South Africa's largest economic segment. Operating through five funds, the NEF offers diverse products, with funding ranging from R250,000 to R75 million. Larger amounts are managed through co-funding partnerships with other financial institutions.

SPF

Funds project development through various stages. Provides venture capital, especially for black industrialists in strategic sectors. Funding ranges from R250k to R75 million.

iMbewu

Provides capital for business expansion, acquisitions, or new ventures. Offers finance for franchises, procurement, and entrepreneurship. Funding ranges from R250k to R15 million.

uMnotho

Provides capital for small enterprise expansion, including business acquisition, new ventures, and market expansion. Supports liquidity, capital markets, and warehousing needs. Funding ranges from R2 million to R75 million.

RTCDF

Supports the development and growth of rural communities through new ventures, business acquisition, and expansion. Funding ranges from R1 million to R50 million.

WEF

Supports businesses that are over 50% owned and managed by black women. Offers a range of products across various funds. Funding ranges from R250k to R75 million.

RTCDF Rural, Township and Community Development Fund
SPF Strategic Projects Fund
WEF Women Empowerment Fund

NEF Products and Services

Non-Financial Support

The NEF offers vital non-financial support to businesses, enhancing viability through capacity building, strategic planning, and risk mitigation. NEF provides training in financial management, legal assistance, and advisory services to help businesses overcome challenges and optimize operations. It also promotes market access, innovation, and sustainability, strengthening the business ecosystem for historically disadvantaged entrepreneurs.



Pre-Investments

As the first-point-of-contact the unit provides product advisory services, manages the online business-plan solution, manages the administration of applications, incubation and entrepreneurial training.



Socio Economic Development

Empower black people in existing NEF transactions and other broad-based groups through various interventions such as promotion of saving and investments, social facilitation, entrepreneurial training, investor education, corporate governance training and market access for the acceleration of meaningful participation.



Post-Investment Support

Monitor investments, provide ongoing portfolio management, manage mentorship support and collections as well as legal compliance



Turnarounds, Workarounds and Restructuring

Rehabilitate distressed transactions and reduce impairments through a combination of measures including balance sheet restructuring, equity and /or working capital injection, operational restructuring, introduction of a strategic equity partner and / or turnaround specialist and business rescue.

Life to Date Performance

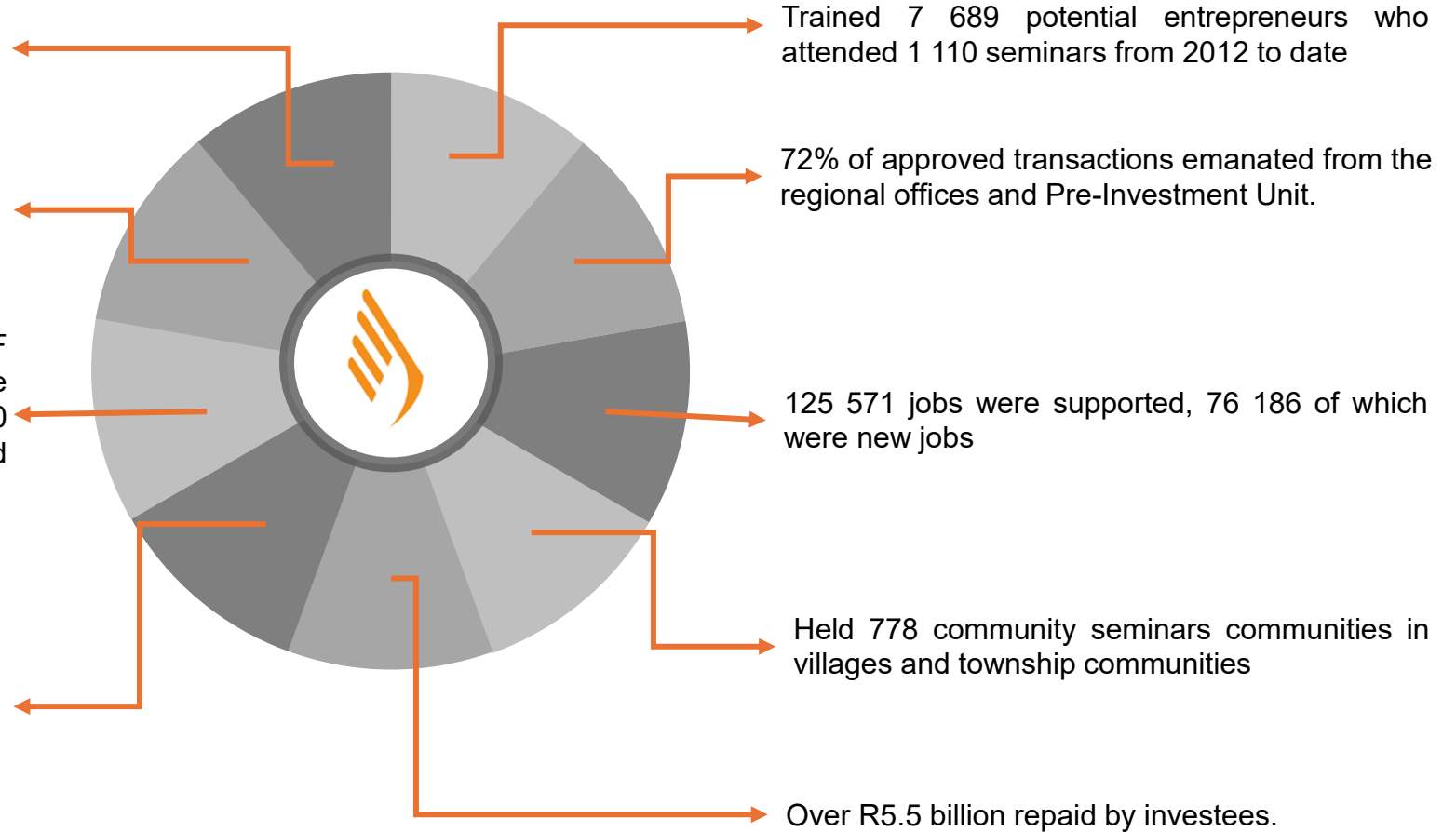
NEF Performance Since Inception (1 April 2004 – 31 March 2024)

Approved 1 621 transactions worth over R14.5 billion across the country.

Over R10 billion disbursed to Black owned businesses since inception

In a transaction worth over R1 billion the NEF Asonge Share Scheme made available more than 12 million MTN shares to over 87 000 investors comprising black individuals and groups. 49% of investors were women.

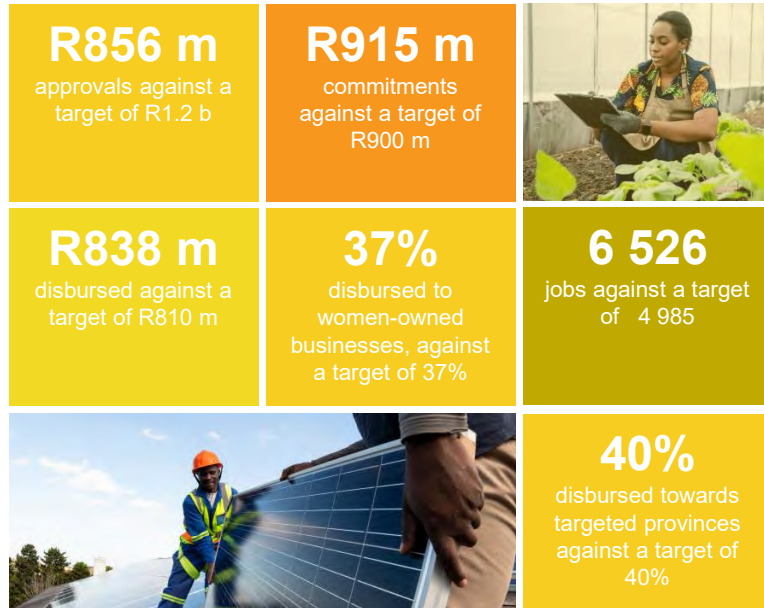
24 strategic and industrial projects worth R12.6 billion, with the potential to support over 52 000 jobs. 87% of the transactions are at an advanced development stage. Since inception 3 600 job opportunities have been created through these projects



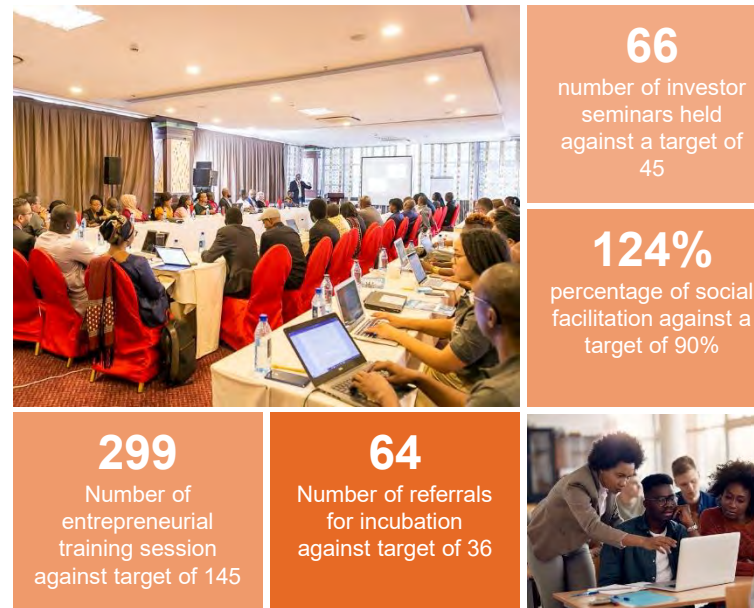
NEF 2023/24 Performance

Performance against 2023/24 APP targets

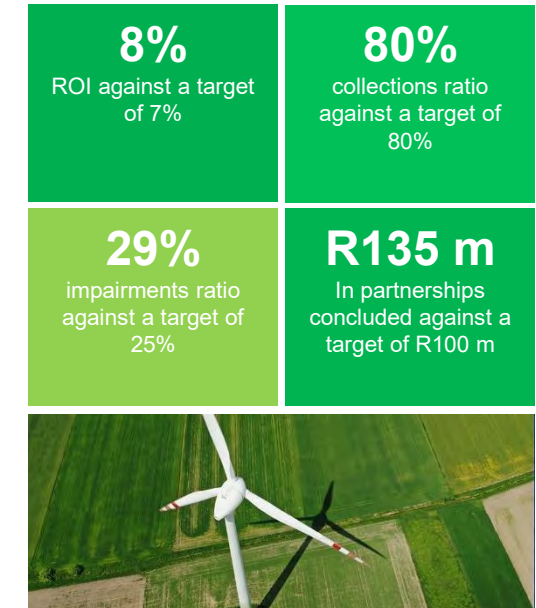
Black economic participation in the SA economy



Non-financial support















Maintain financial sustainability & Growing B-BBEE through partnerships



In the 2023/24 financial year, the NEF reported on 14 KPIs of which 12 met and exceeded their 2023/24 APP targets. This reflects an 86% achievement. The NEF fell short on the approval target because of the NEFs unencumbered cash constrain position, forcing approving committees to put a halt on approvals to avoid liquidity issues. The NEF fell short on its impairment target due to minimal economic expansion, energy deficiencies, and a significant decline in the share price of its listed investments, particularly MTN holdings. The NEF will continue to monitor and provide support to the NEF clients to ensure that collections are increased, arrears are reduced, and the performance thereof is improved.

NEF 2023/24 Performance

The NEF's contribution to the dtic strategic objectives

 Output 2A Value of additional local output committed	 Output 2B Value of additional local output achieved	 Output 6 Value disbursed through support programmes administered by or in partnership with the dtic	 Output 7 Value of disbursed funding accessed outside the 5 metros
Target R100 m	Target R100 m	Target R810 m	Target R284 m
Achieved R572.6 m	Achieved R214.4 m	Achieved R837.7 m	Achieved R401.5 m
 Output 8 Value of disbursed funding towards supporting SMMEs, women and youth-owned businesses	 Output 9 Value of disbursements towards enterprises in labour absorbing sectors	 Output 11 Value of output by Black Industrialist firms	 Output 12 Number of jobs supported
Target R810 m	Target R810 m	Target R1.7 b	Target 4 985
Achieved R837.7 m	Achieved R837.7 m	Achieved R11.4 b	Achieved 5 464
 Output 13 Number of new jobs created	 Output 14 Number of jobs in Black Industrialist firms	 Output 18 Value of financial support to enterprises including SMMEs to mitigate impact of load shedding through energy resilience fund	 Output 32 Number of investee case studies submitted to the dtic
Target 2 193	Target 4 985	Target R150 m	Target 50
Achieved 2 430	Achieved 14 732	Achieved R225.9 m	Achieved 61

The NEF made 12 commitments to the dtic strategic objectives and achieved all 12 objectives in the 2023/24 FY.

Capable State

Collaborations with sister entities at the dtic



The NEF together with the Competition Commission have identified three areas of mutual interest and co-operation; namely: merger control, development fund management, and market research in South Africa as follows:

- Consult on mergers and acquisitions: provide each other with the necessary information, advice and inputs during merger investigations, establish merger remedies and development funds for the benefit of transformation
- Development funds: facilitate the administration and management of funds for developmental purposes, referred by the Commission and to be managed by the NEF
- Share market research: promote co-operation and collaboration between them in devising a strategy for funding transactions and enterprise and supplier development programmes to meet identified needs; including sharing of data and sector-specific information collected from industry players and market intelligence (such as market structure, opportunities for HDPs in specific markets and barriers to entry and participation of HDPs, such as access to finance) with each other



The NEF and B-BBEE Commission, agreed to collaborate on various aspects of BBEE policy implementation. Their primary objective is to

advocate for the establishment of a Transformation Fund, managed by the NEF, to increase financial support for Black-owned businesses and enhance capacity for BEE advocacy and monitoring.

The NEF will assist the B-BBEE Commission wherein NEF will be assisting the BEE Commission with capacity/resources, by appointing employees and then seconding them to the BEE Commission to help the Commission fulfill its responsibilities under the B-BBEE Act. These responsibilities include promoting compliance with the Act, fostering collaboration between public and private sectors, handling complaints, and investigating BEE-related issues.

Research Capacity

To improve strategic and investment decision making

- The NEF's research function is spread across various units of the organisation.
- However, the broader economic research function is located within the Strategy and Planning (S&P) Unit.
- The S&P produces quarterly macro economic reports to keep the entity abreast of developments and risks emanating from the macro environment.
- The unit is currently responsible for the organizational planning and reporting functions of the NEF with the three permanent professionals, including the Manager.
- There are efforts to increase research capacity and output of the unit particularly relating to industry analysis.
- Those include procurement of industry data and analysis service as well as finding a dedicated research specialist or reallocating responsibilities within the entity.

Strategic Partnerships With Investees

Leveraging partnerships with investees to extend the impact of the NEF

NEF will be forming a strategic partnership with its current investee, Bibi Cash & Carry, a well-established retailer operating in Qwaqwa, Free State, which generates over R600 million in annual revenue. This collaboration aims to empower small retailers in the Free State by leveraging Bibi's significant size and buying power.

Through this partnership, Bibi Cash & Carry can pass on the discounts and rebates it receives to these small retailers, helping to improve their profitability. NEF's investment, **R31 million**, will assist these small businesses by transforming their stores into modern, branded retail outlets that are adequately capitalized, well-stocked, and fully equipped.

The small retailers will become indirect members of Bibi's buying group, allowing them to compete with large national retailers and foreign-owned stores. It is expected that each retail outlet will create an average of 15 jobs, with NEF piloting the initiative with five stores located within a 150km radius of Qwaqwa, where Bibi Cash & Carry operates its distribution warehouses.

The model will ensure that the retailers complement each other's operations rather than cannibalize sales, and they will not compete directly with Bibi Cash & Carry. Instead, they will form a sustainable retail network within townships, boosting economic growth and local competitiveness.



Owner, Mr Tommy Makhatho left emotional by the NEF ACEO's, Mziwabantu Dayimani, speech.

2024 Economic Overview

Key Economic Challenges and Mitigation Strategies

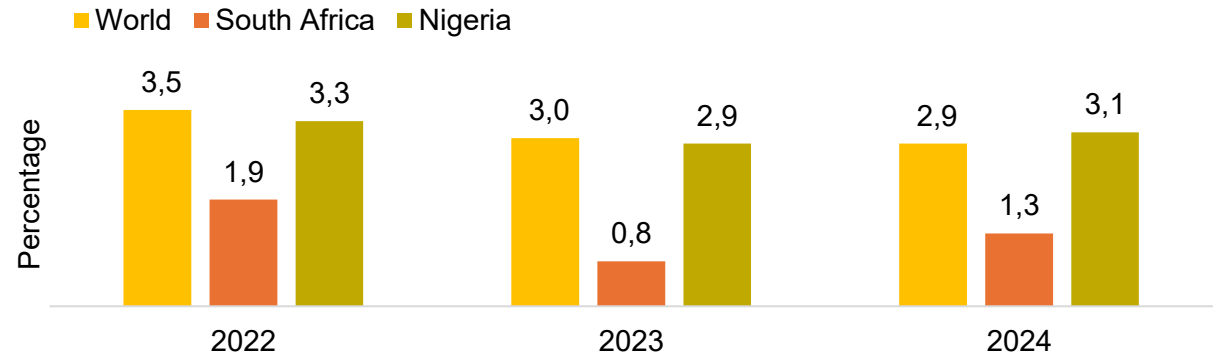
Current Economic Factors that Influence the NEFs Performance:

- High-interest rate environment.
- Subdued global and local demand.
- Constrained fiscal position of SA.
- Persistent structural challenges.

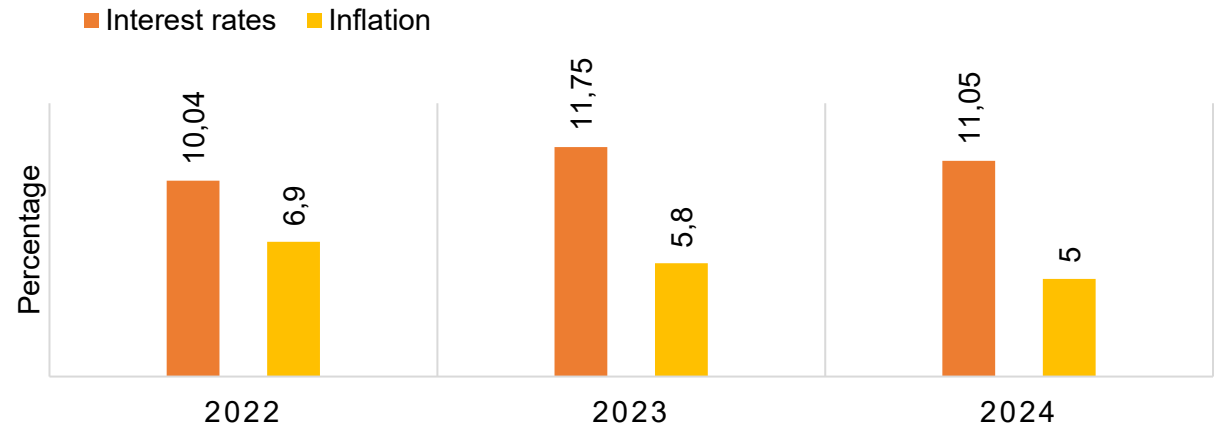
Measures to mitigate these risks:

- Intensified post monitoring activities of portfolio.
- Strong collection and recovery processes.
- Priority towards high growth industries.
- Diversification of the portfolio by sector and region.

GDP



INTEREST RATES AND INFLATION



APP Assumptions

Operational Context and Strategic Planning Assumptions

Context of targets in 2024/25 APP

- Challenging economic environment
- Inadequate capital

Assumptions:

- CPI Inflation: 4.5% forecast for FY2024, averaging 4.5% over the forecast period (National Treasury's MTEF guidelines)
- Interest Rates:
 - Investments: Prime-related.
 - Surplus Cash: Average 7.30% over the period.
- Approvals: R2.4 billion between FY2025 and FY2027.
- Commitments: 75% of Approvals
- Disbursement: 90% of Commitments
- Collection Rate: 80%.
- Capital Raising Fee: 1% on disbursements.

2024/25 APP Targets

Black economic participation in the South Africa Economy

	Actual			MTEF		
	2021/2022	2022/2023	2023/2024	2024/25	2025/26	2026/27
Approvals	R1 333m	R1 196m	R856m	R1b	R700m	R700m
Commitments	R1 053m	R939m	R915m	R750m	R525m	R525m
Disbursements	R1 050m	R692m	R838m	R675m	R472.5m	R472.5m
Jobs Supported	114 299	4 598	6 526	4 154	2 908	2 908
Women Ownership	28%	37%	37%	35%	40%	40%
Targeted Provinces	18%	22%	40%	45%	40%	40%
Outside 5 Main Metros	-	-	-	R300m	R300m	R300m

2024/25 APP Targets

Non-financial support

	Actual			MTEF		
	2021/2022	2022/2023	2023/2024	2024/25	2025/26	2026/27
Investor Seminars	73	88	66	45	45	45
Entrepreneurial Training Session	174	216	299	155	155	155
Business Incubation: Referrals Completion	322	224	464	210	210	210
	86	62	64	42	42	42
Social Facilitation	134%	126%	124%	90%	90%	90%

2024/25 APP Targets

Maintaining financial sustainability & Growing BEE through partnerships

	Actual			MTEF		
	2021/2022	2022/2023	2023/2024	2024/25	2025/26	2026/27
Impairments	29%	25%	29%	25%	25%	25%
ROI	8.3%	9.96%	8%	7%	7%	7%
Collections	83.71%	83.9%	80%	80%	80%	80%
Partnerships Concluded	R1 771m	R120m	R135m	R100m	R105m	R105m

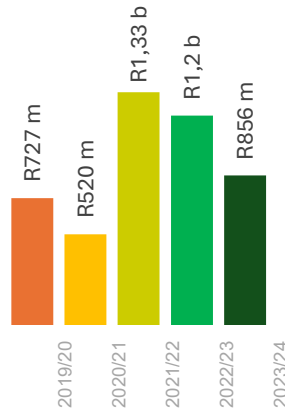
Financial Planning

Current Available Resources

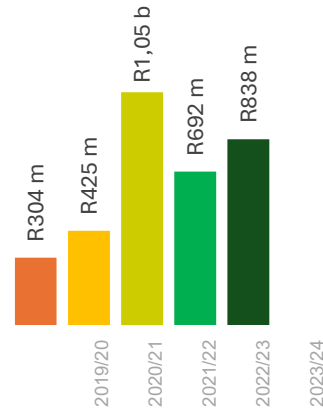
Third Party Funding



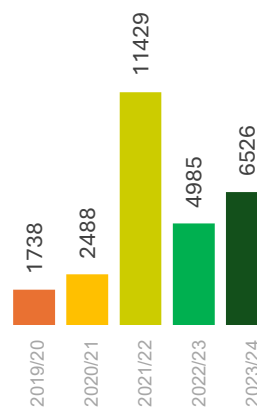
Approvals



Disbursements



Jobs Supported

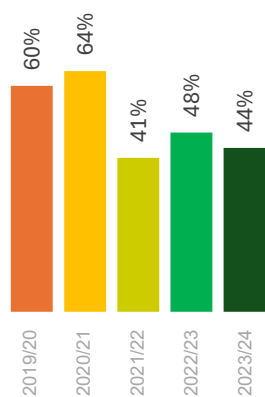


In FY2021, the NEF secured substantial third-party funding to the value of R541 million, which more than doubled to R1.11 billion in 2021/22 before sharply dropping to R120 million in 2022/23 and slightly increasing to R135 million in 2023/24.

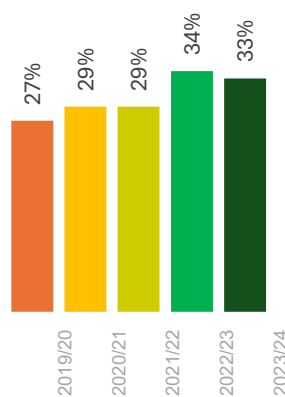
The effects on the NEF's performance from additional third-party fund injections are evident in the spike in approvals, disbursements and jobs.

After the initial spike in third-party funding, the year-on-year approvals drop as the NEF efficiently utilizes the funds. The lagged effect of the spike in approvals is shown is the steady year-on-year increase in disbursements as well as jobs (which are reported on disbursements)

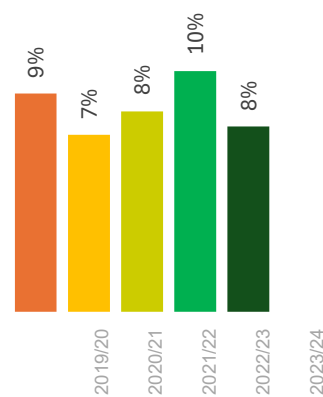
Cost-to-Income



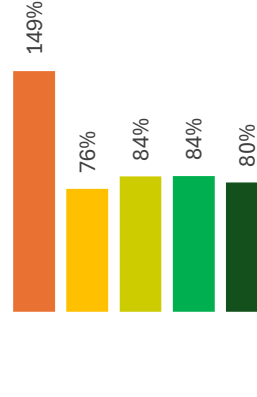
Impairments



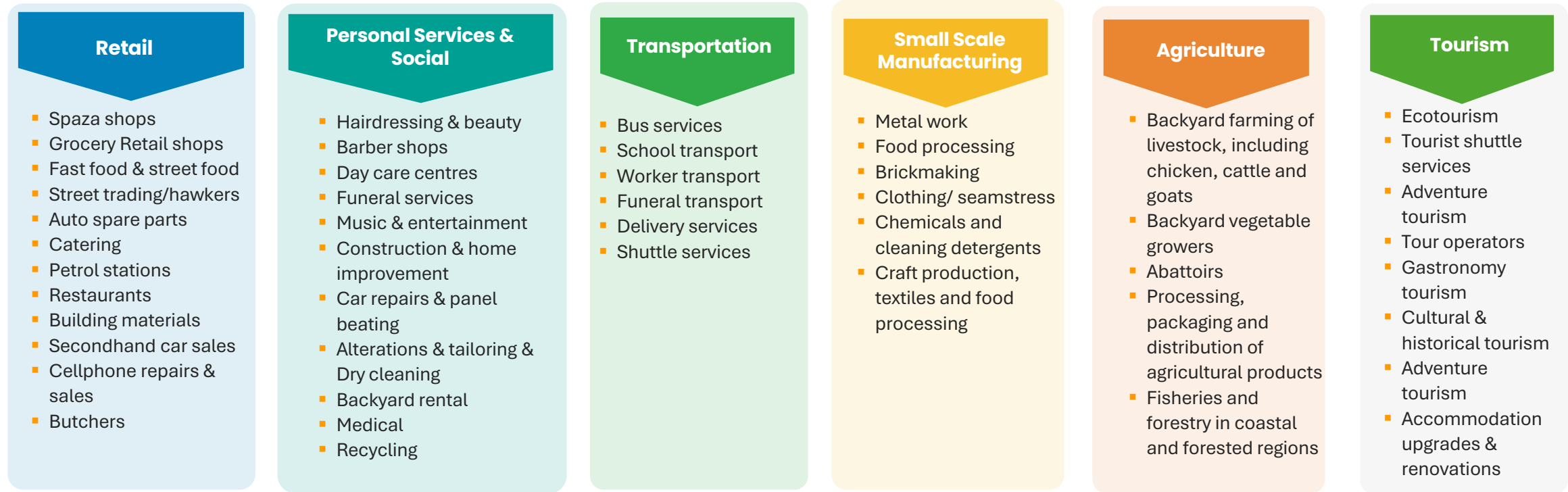
ROI



Collections



Targeted Rural & Township Businesses



A dedicated fund that supports businesses in rural areas and townships. The businesses are in various sectors including property, petroleum sector (petrol stations) and tourism. To date the NEF disbursed just under **R2.4 billion** in support of over **380 entities** in rural and township economies. The fund also supports businesses in the digital and online market as an emerging and future industry that supports the township and rural communities.

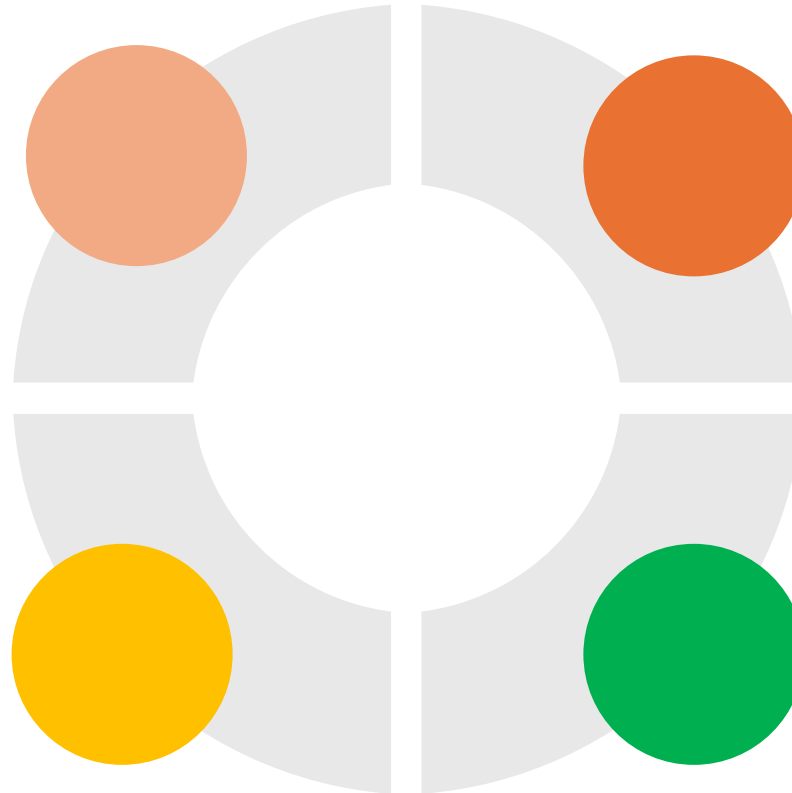
Fund a Woman Fund a Nation

- R2.4 billion from Gov in 2005
- Over R10 billion approved

40% Over the past 10 years 40% approved for black women entrepreneurs

- Supporting Township & Rural Economy
- R2.1 billion invested to date

50% 50% of the investments have benefited black women entrepreneurs



- Supporting SMEs
- disbursed over R1.6 billion towards 454 SMEs

45% 45% of the investments have benefited SMEs owned and managed by black women entrepreneurs

- Over R885 million in more than 100 service stations countrywide
- Supported 2 937 jobs

44% 44% of the service stations are owned and managed by black women entrepreneurs

Industry Focused Interventions



Alternative Energy Fund

- R150 million fund size.
- R75.3 million approved.
- Target to fully approve during the current financial year.

Furniture Fund

- R50 million fund size.
- R22.5 million approved.
- Target to fully approve during the current financial year



Manufacturing Competitiveness Enhancement Program

- R300 million fund size.
- R30 million approved since inception.
- Fund at implementation stage.

The NEF's Impact

Job creation

Sea of Mountains (Pty) Ltd is a **100% Black-owned, 52% women-owned** student accommodation located in Kimberly, Northern Cape, in the Sol Plaatje Municipality. The accommodation is located on 8 056m² of land, directly across Sol Plaatje University with a bed count that can accommodate up to 404 students.

The NEF approved **R46 million** which go towards expanding the accommodation. The NEF will support the housing sector, while lowering the cost of accommodation for University students. The funding allowed Sea of Mountains to unlock **67 new jobs** of which 15 will be maintained after the construction work has been completed.



The NEF's Impact

Job creation

WRF Group (Pty) Ltd is a **100% Black owned** company established by Mr. Phumlani Khulu, Mr. Kgotso Mokhatle, Mr. Desmond Makhetha, and Dr. Kabasia Mokoto, with equal (25%) shareholding in the business.

The company has been approved by Golden Fried chicken (Pty) Ltd to open and operate a Chicken Licken Fly Thru franchise in Eyethu Shopping Centre, Soweto, Gauteng.

The entrepreneurs have contributed **R3.5 million** towards this project from their own personal savings as follows

The NEF has approved **R7.7 million** to finance the set up of a Chicken Licken Fly thru and working capital requirements. The transaction resulted in the creation of **30 new permanent** South African jobs



The NEF's Impact

Job creation

Ekhaya Funeral Home is a **100% Black, 80% women and youth-owned** and managed company that provides funeral services which include housing of deceased people, funerals, embalming, outsourced catering, memorials, repatriation, and the provision of a chapel for the funeral.

The funeral home is in Umtata, Eastern Cape, in the OR Tambo District. The NEF funded Ekhaya **R14.9 million** which will be utilized to develop the funeral parlour. The initiative created **40 new part time jobs** and **36 new full-time jobs**.



The NEF's Impact

Job creation

Tiro Strategic Group (Pty) Ltd is a **100% Black** and **50% Black women-owned** company, owned and managed by Mr. Tiro Ratone (Age:58) and Mrs. Matshidiso Ratone (Age: 49).

The Company, through its Real Estate Division, owns two properties – a commercial property which includes the manufacturing facilities (measuring 4200 m2) from where the tombstone manufacturing is undertaken, as well as a residential property which is used as an informal student accommodation prior to the Covid-19 pandemic.

The Company seeks to expand its Real Estate Division through the development of an 89-bed student accommodation in Vaal and has approached the NEF for funding of the **R14 million** of the required **R18.2 million** project and funding costs which includes the installation of a solar power system.

The intention is to develop a student accommodation that will be accredited by the North West University, Vaal Campus – thus, will alleviate current student accommodation shortages faced by the institution.

Through this investment, **10** permanent jobs will be created whilst approximately **181 new jobs** are expected to be created during construction.



The NEF's Impact

Job creation

Vengeance Five (Pty) Ltd is a **100% Black-owned** Special Purpose Vehicle (SPV). The SPV has been established exclusively to produce the film title: A Love Like Bollywood.

The SPV received grant funding of **R5.59m** from **the dtic**, National Film and Video Foundation and KZN Film Commission towards the production budget of the Film. The funding from NEF will assist to bridge the cashflow gap between accrual of production costs and receipt of grant funding which will enable seamless production of the film without cashflow related delays.

The Film is slated for sale and release in Q2 of 2024 to one of the major international Subscription Video on Demand operators. .

The NEF approved **R4.45m** for bridging of outstanding grant funding to support the production of A Love Like Bollywood.

The project is highly developmental and will result in the creation of **393 jobs** in the Film and Television Industry.



The NEF's Impact

Job creation

Naledi Rail Engineering is a **100% Black women-owned** company which provides local rolling stock engineering services to the railway industry.

The company expanded rapidly, moving to a larger facility in Elandsfontein and offering services like coach repairs, upgrades, and train wheel repairs. In 2021, Ms. Pulane Tshabalala-Kingston purchased Naledi Rail Engineering during a business rescue process. Under her leadership, the company has recovered and is awaiting the renewal of its key contract with PRASA. Naledi Rail Engineering's main offerings include coach repairs, overhauls, and modernization, along with field services for railway operations.

The NEF approved **R15 million** which went towards maintaining **10 jobs** and the creation of **160 new jobs**.



The NEF's Impact

Job creation

Mafoko Global (Pty) Ltd trading as EFTelco is a **100% Black women-owned** and managed business established by Ms. Refiloe Mafoko in 2021 for the purposes of exploring opportunities in the ICT sector.

The business began trading as part of Telkom's ESD program where the business operated as a sub dealer for 11 stores under an existing Telkom franchisee for a period of 2 years. After successful completion of the mentorship program in July 2023, Mafoko Global was appointed as the 1st women franchisees in the Telkom network and awarded 23 new Telkom stores, in addition to the initial 11 stores, bringing the total stores under Mafoko's control, to 34 stores in total.

The NEF awarded Mafoko **R15 million** towards funding the operations of 34 allocated Telkom stores residing in North West, Free State, Northern Cape and Gauteng. The funding application will go towards a bank guarantee, vehicles, equipment and working capital. The investment will **maintain 71 jobs** and created **189 new jobs**.



The NEF's Impact

Women empowerment

Nare Leisure Investment (Pty) Ltd is a **100% Black women-owned** and managed company which is engaged in the development, ownership and management of boutique hotels primarily in the Northern Cape. The Company currently owns and operates a boutique hotel in Kimberly that was funded by the NEF in 2019 to the tune of R11.6 million.

The NEF funded Nare with a further **R32.7 million** towards the expansion of its operations, through the development of a 4-star boutique hotel, conferencing and spa facility in Upington which will serve both business and leisure travelers.

The funding went towards the acquisition of land and property, renovations of the existing property, construction of additional structures and working capital.

This transformative project will spur business activity through local spend and the project led to the creation of **29 permanent jobs** and at least **60 temporary jobs**.



The NEF's Impact

Women empowerment

Skhandzisa Trading (Pty) Ltd t/a Shell Malelane is **100% Black women-owned** by two sisters, Ms. Nolwazi Mdluli and Ms Nozipho Mdluli each owning 51% and 49% shareholding, respectively.

The entrepreneurs have now been appointed as the Retailers for Shell Ultra City Malelane Service Station located on the North and South bounds of the N4, in Mpumalanga. Having completed the training and satisfied the requirements to be a retailer, the entrepreneurs were identified as the preferred retailers to take over the running of Shell Ultra City Malelane Service Station. The acquisition includes a forecourt (eight islands with three nozzles each), a truck stop, Select Shop, and a quick service restaurant, namely Nando's.

The NEF has approved **R15 million** to finance acquisition of the Shell Ultra City N4 Malelane North and Southbound as well as the installation of a Nando's QSRs. The transaction will result in the creation of **55 new jobs**.



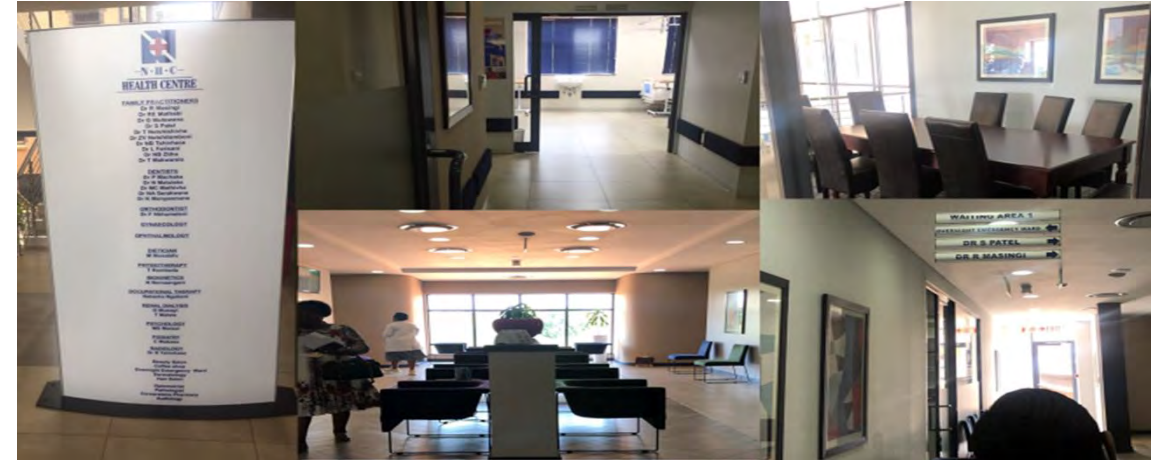
The NEF's Impact

District Development Model

Radiological Imaging Services Africa (RISA) is a **100% Black women-owned** radiology practice that was established in 2020 by Dr. Tshivhase and Dr. Dlangamandla. RISA offers basic radiology imaging services including X-rays and ultrasounds.

RISA is located at the NHC Medical Centre, in Thohoyandou offers much-needed radiology services to the underserved **Vhembe region** and surrounding area.

The NEF in partnership with Limpopo Economic Development, Environment and Tourism (LEDET) granted **R10.5 million** toward the advancement of RISA's expansion programme. The funding was utilised for the purchase of primary radiology equipment, related IT hardware and software as well as for working capital. The funding unlocked expansion opportunities for business into a turnkey radiology practice which offers other high-end procedures such as Mammograms, CT scans, Image Guided Biopsies and Hysterosalpingogram (HSG).



The NEF's Impact

District Development Model

Onkabetse Civils and Mining CC is a **100% Black women-owned** business established in 2012 operating as a supplier of equipment in the construction industry. Located in the Kimberly, Northern Cape in the **Francis Baard district**. The business is owned and managed by Mrs. Maria Mooketsi who identified a gap in the market and established a company to satisfy the demand for reliable machines and equipment.

The NEF funded Onkabetse with **R10 million** which went towards the purchase of machinery and equipment which the company hires out and utilizes when completing civil work projects.

The transaction maintained 10 permanent jobs and created a further 3 new jobs.



The NEF's Impact

Turnarounds

FG La Pasta (Pty) Ltd, was established in 1975 with a focus on pasta and frozen foods. The company is 51% Black-owned and managed, with Fresha Foods (Pty) Limited acquiring this stake in 2018 under the ownership of Niezaam Davids and Praveen Singh.

FG operates two manufacturing facilities in Edenvale, Johannesburg, employing **96 full-time** staff members. The business holds FSSC22000 accreditation and is SANHA Halaal certified.

To support operations during the COVID-19 pandemic, FG received a **R10 million** relief loan from the NEF, which provided essential working capital, covered utility costs, and enabled key maintenance. This funding was crucial in maintaining operations and securing jobs, with no retrenchments occurring.

After the initial BEE funding, FG La Pasta faced challenges in achieving profitability due to significant quality and production issues. The COVID-19 pandemic further exacerbated the situation, resulting in a more than 50% drop in revenue and ongoing operational losses. However, the NEF's COVID rescue package was instrumental in keeping the business afloat. Currently, a business turnaround is in progress, focusing on cost-cutting, strict cash flow management, and exploring additional funding options. Despite these efforts, the company remains constrained by limited working capital and is in need of further cash flow to meet market demand. A restructuring plan is also being developed.



Thank You