



Welcome

to the

Eskom Business Connect





Transmission Development Plan 2024 - 2034 Northern Cape

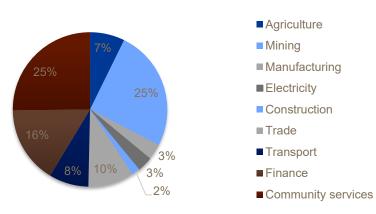
In partnership with

National Transmission Company of South Africa, Grid Planning Mr. Ahmed Hansa

Overview of Northern Cape supply area

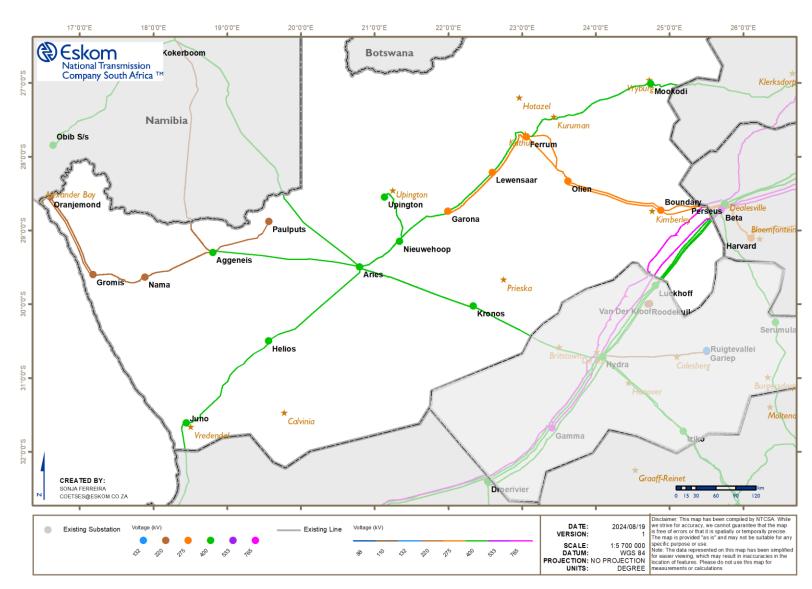


Peak Load 1 000 MW



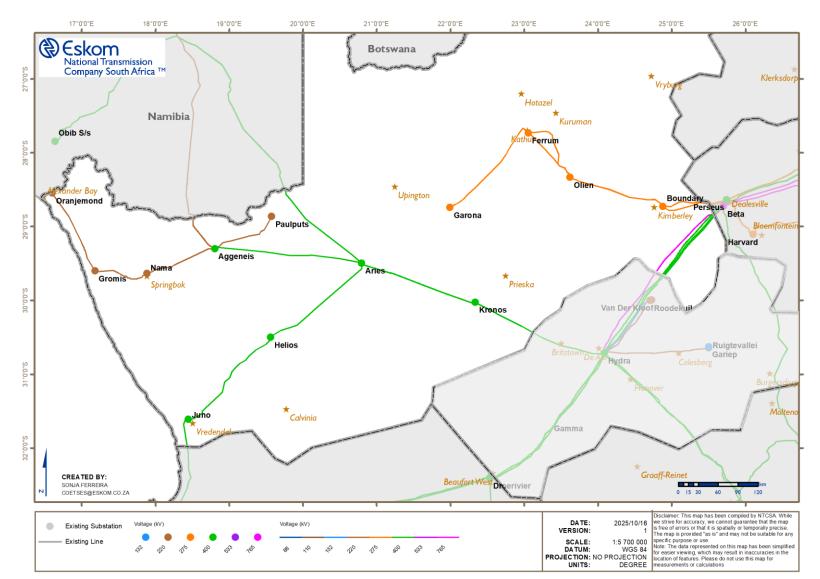
Туре	Description	Capacity
D III.	CSP	600 MW
Renewable	PV	1 650 MW
Energy	Wind	750 MW

Total Installed Generation 3 000 MW



Historical overview of the Northern Cape transmission grid (2014)

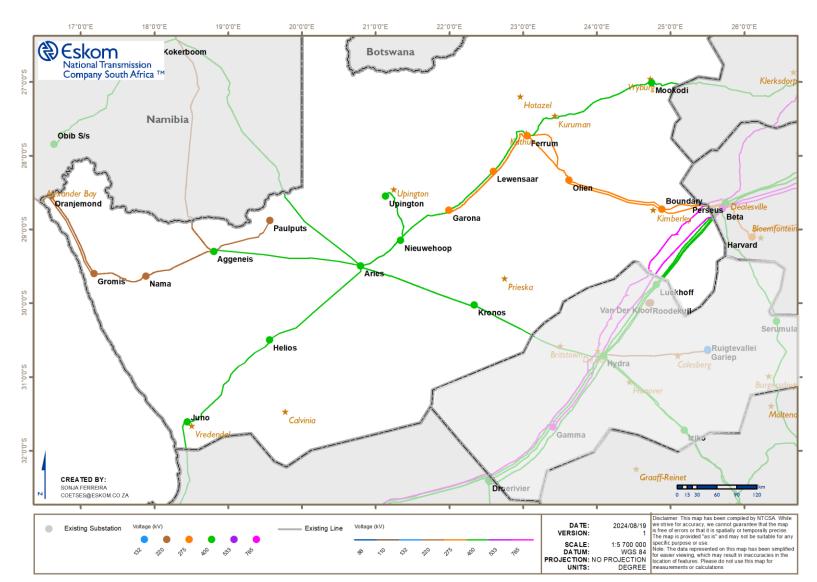




- Historically operated as a radially fed network, primarily due to low regional electricity demand
- Main supply was provided via a single radial 400 kV line and a radial 275 kV line
- For many years, **no significant network strengthening** was required
- The grid had **no interconnection** with the neighboring **North West**

Strengthening of the Northern Cape transmission grid (2025)





Eskom built five major transmission lines, totalling ~740 km

Key transmission lines:

- Gromis–Oranjemond 220 kV
- Ferrum–Nieuwehoop 400 kV
- Nieuwehoop–Upington 400 kV
- Aries–Nieuwehoop 400 kV
- Ferrum–Mookodi 400 kV

Established interconnection with North West province

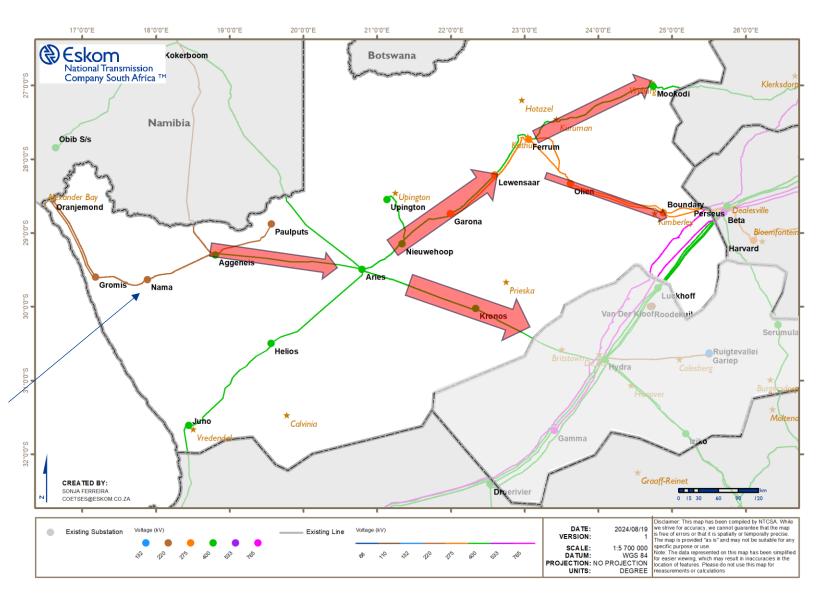
Enabled a significant increase in renewable generation connections, from 500 MW to 3 000 MW

Current Constraints in the Northern Cape transmission grid



 Voltageconstrained supply to NamPower, limiting crossborder support

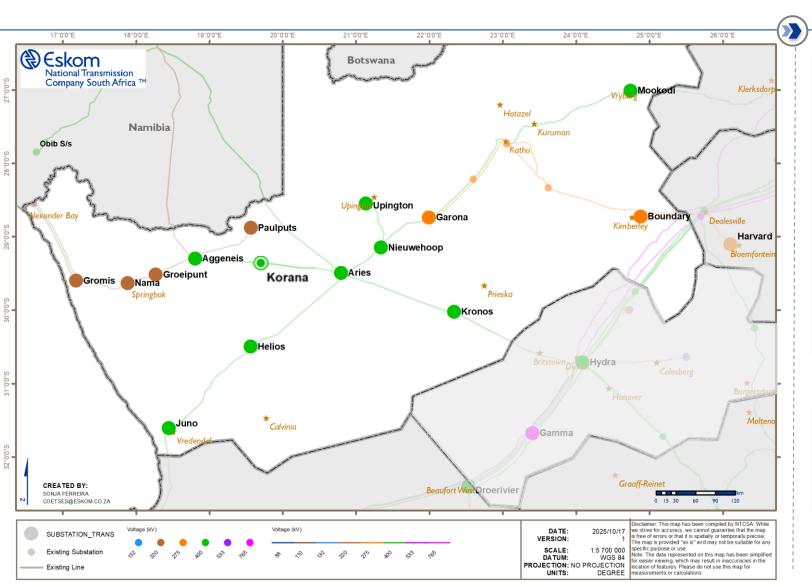
Radial
 connection to
 the
 Namaqualand
 region,
 reducing
 reliability of
 supply



- Insufficient substation and transformation capacity to support growing renewable energy interest
- Generation
 capacity far
 exceeds local
 demand during
 the day, leading
 to grid
 balancing
 challenges
 - Limited power export capability, restricting broader grid integration

Transmission Development Plan: additional transformers (132 kV)





2025 – 2029

Aggeneis transformer (1)
Aries transformer (1)
Boundary transformers (2)
Garona transformers (2)
Groeipunt transformer (1)
Gromis transformer (1)
Helios transformer (1)
Juno transformer (1)
Kronos transformers (2)
Mookodi transformer (1)
Nama transformer (1)
Paulputs transformer (2)
Upington transformers (3)
Korana Substation (2)

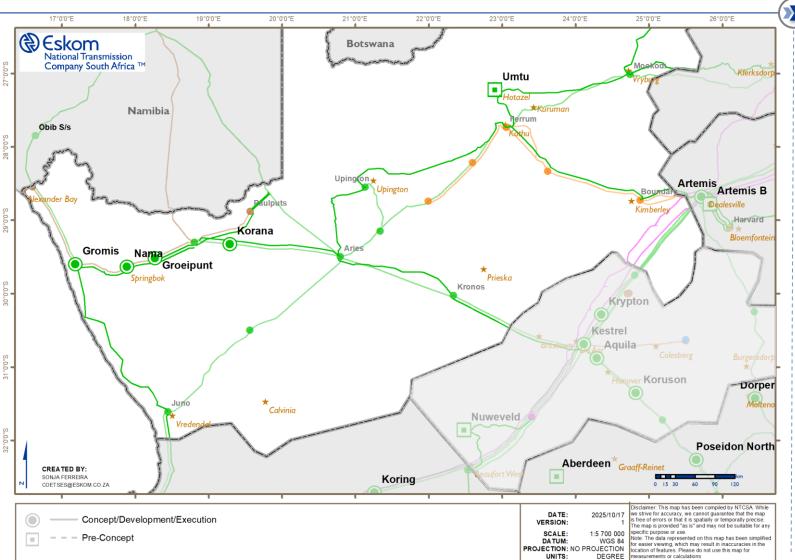
2030 – 2034

Aries transformer (1)
Aggeneis transformer (1)
Kronos transformer (1)
Nieuwehoop transformers (2)

- 14 existing substations have been identified for reinforcement
- A total of 26
 additional
 transformers will
 be installed across
 these sites.
- Korana has been identified as a new substation to support future RE integration.
- Most of the installations are scheduled for commissioning within the next five years

Transmission Development Plan: new 400 kV lines





2025 – 2029		
Juno – Gromis I 2	80	km
Aries – Upington I	44	km
Ferrum – Upington I 2	60	km
Aggeneis – Paulputs I	93	km
Hydra – Kronos 2	90	km
Kronos – Aries 2	62	km
Aggeneis – Groeipunt I & 2 I	26	km
Aurora – Juno 2	60	km
Beta – Boundary I	95	km
Boundary – Ferrum I 2	65	km
Ferrum – Mookodi 2 2	60	km
Groeipunt – Nama I	4 I	km
Gromis – Nama I	76	km

2030 – 2034Paulputs loop-ins 96 km

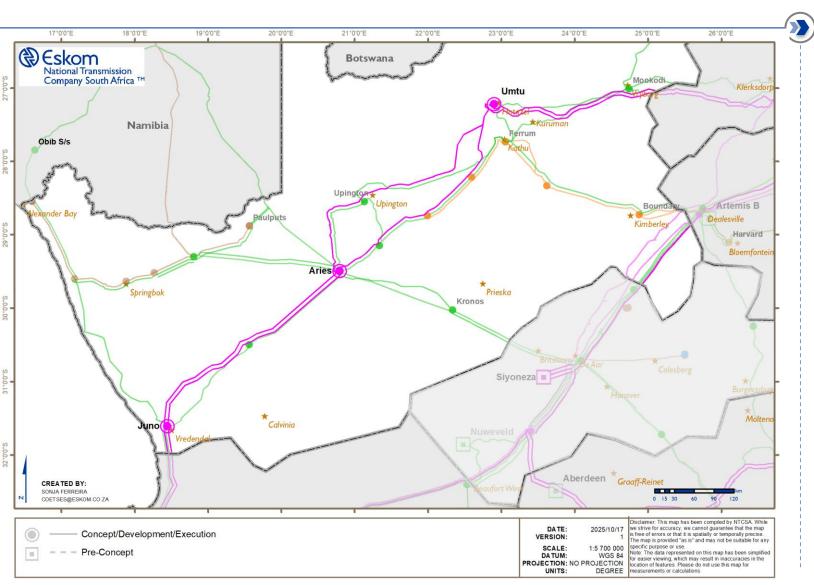
New transmission lines are required to:

- Strengthen the Namaqualand region,
- Integrate
 additional
 renewable
 energy
 generation
- evacuate
 excess power
 to the main
 corridors.

2 248 km of 400 kV lines will need to be constructed.

Transmission Development Plan: new 765 kV corridor



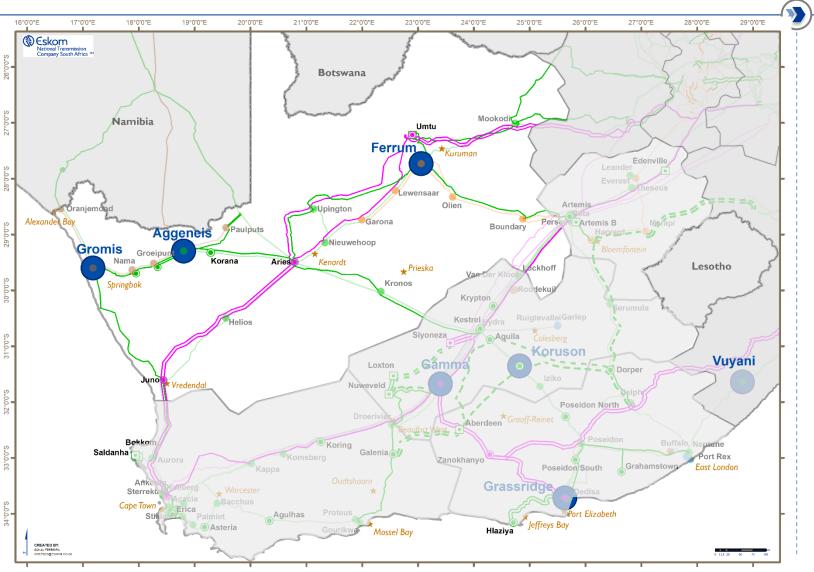


- A new 765 kV transmission corridor (western corridor) is required
- The corridor will play a critical role in transporting excess power from the south to the north of the country
- 2 900 km of 765 kV transmission lines will be constructed
- The development will include installation of 765/400 kV transformers for grid integration.

2030 – 2034		
Western Corridor	Juno - Sterrekus I and 2	500 km
	Aries - Juno 1 and 2	700 km
	Aries - Umtu I and 2	900 km
	Mercury - Umtu 1 and 2	800 km

Grid stability support: synchronous condenser deployment





- The decommissioning of baseload coal plants in Mpumalanga will be largely replaced by inverter-based renewable generation.
- This shift creates a need for **inertia**, **voltage** support and short circuit power.
- To address this, seven sites have been identified for the installation of synchronous condensers
- Three sites are located in the Northern Cape:
 - Gromis
 - Aggeneis
 - Ferrum

Conclusion: The Northern Cape transmission grid welcomes SMMEs!



Considering all the **planned grid development**, the **Northern Cape offers a unique opportunity** for **SMMEs** to:

- harness locally produced green energy
- contribute to regional economic development,
- improving grid utilization, and
- help unlock grid congestion



The Northern Cape transmission grid welcomes SMMEs to thrive while supporting South Africa's green energy transition.







Thank You



Distribution Network Expansion- Northern Cape



General Manger (GEMMA Cluster): Mr. Kolodi Makola or Dumisani Guma





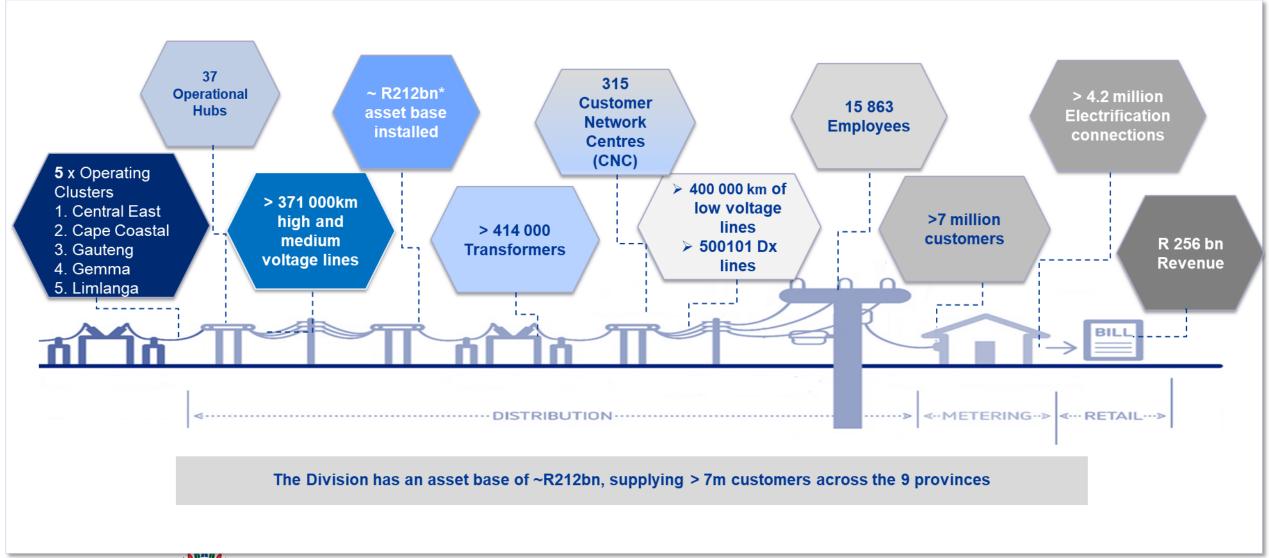
Enabling growth and Future

Powering economic growth through the provision of reliable electricity and related energy services to our

customers in a sustainable manner

Role of the Distribution Company of South Africa Distribution Landscape





Role of the Distribution Company of South Africa



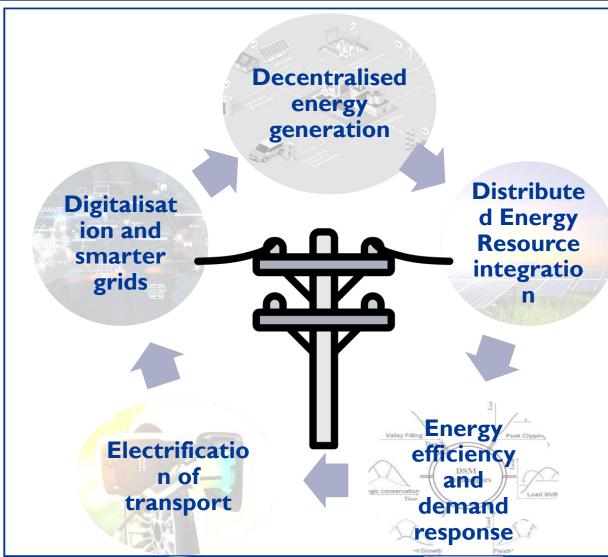


Distribution's long term strategy centres around three primary broad objectives:

- I. Driving the Distribution network plan for expansion and modernisation to create a reliable and resilient network
- 2. Enhance the customer value offering through products and services
- 3. Equip Distribution for the future Electricity Distribution Industry

The Distribution Network will be the heart of the Energy Transition Drivers



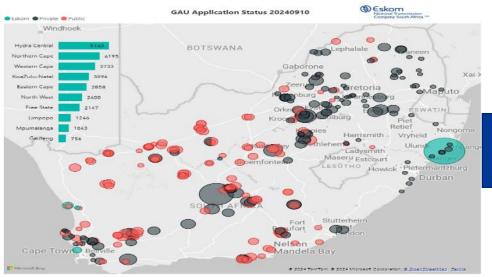


- New technology introduce opportunities and risks
- Distributor will be at the epicenter of the Digital &
 Energy Transformation
- EDI reform is imperative for industry and government to ensure encourage participation and support the efficiency
 - The digital revolution in the electricity sector has introduced new technologies, increased data, heightened cybersecurity and privacy risks, and optimized data engineering for supporting digital initiatives.
- Big data and Al in energy management optimize

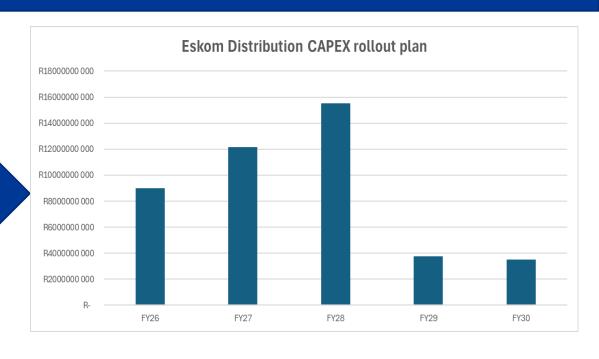
Translating the building blocks for the energy transition into action....



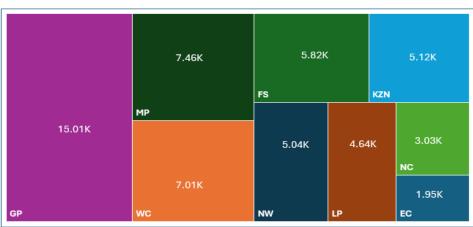
GAU Applications Status



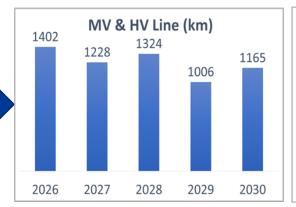
Distributed
Generation
interest translated

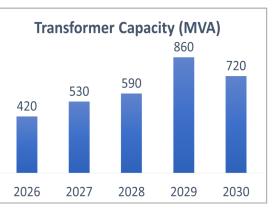


Distribution Hosting Capacity at HV level (GW per Province)



Creating additional capacity



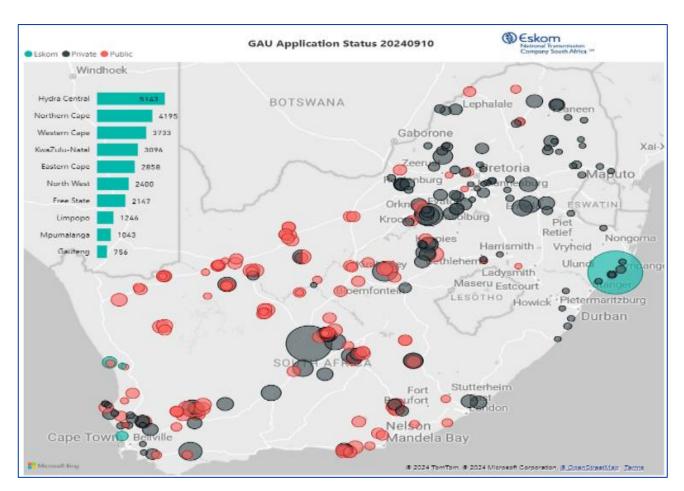




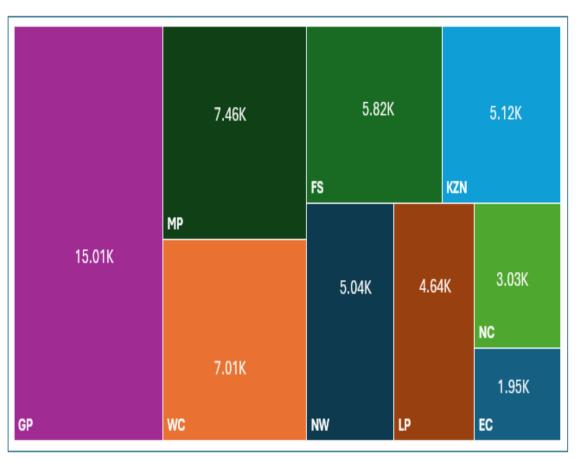
Translating the building blocks for the energy transition into action....



GAU Applications Status



Distribution Hosting Capacity at HV level (GW per Province)



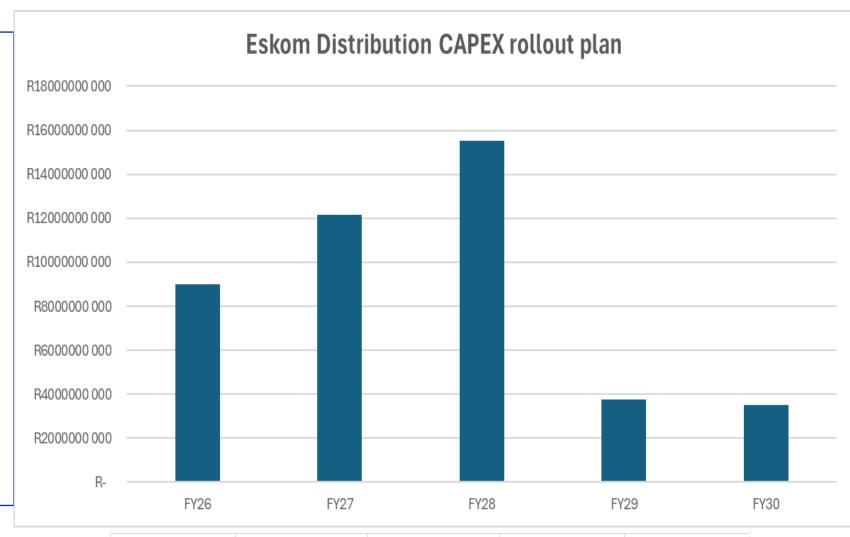


Eskom Corporate Plan allocation for Distribution Capital Plan 5-Year



The following strategic projects are incorporated in the plan:

- Strengthening & Refurbishment
- Modernisation (Telecom, etc)
- Customer Direct (Self-Build)
- Smart meters
- Solar Rooftop PV
- Fleet (EVs and Chargers)



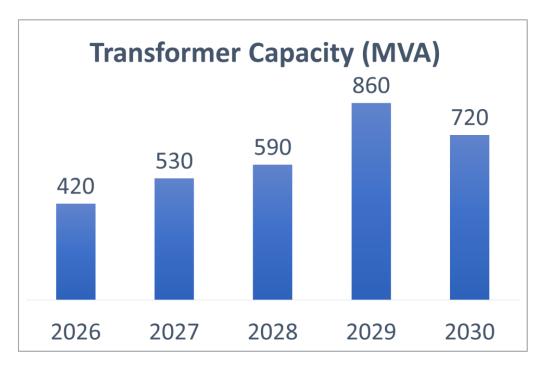


FY26	6	FY27	7	FY28	3	FY29	9	FY3	0
R	8 980 068 999	R	12 146 560 703	R	15 515 599 470	R	3 757 336 820	R	3 503 063 678

5-Year Physicals Plan





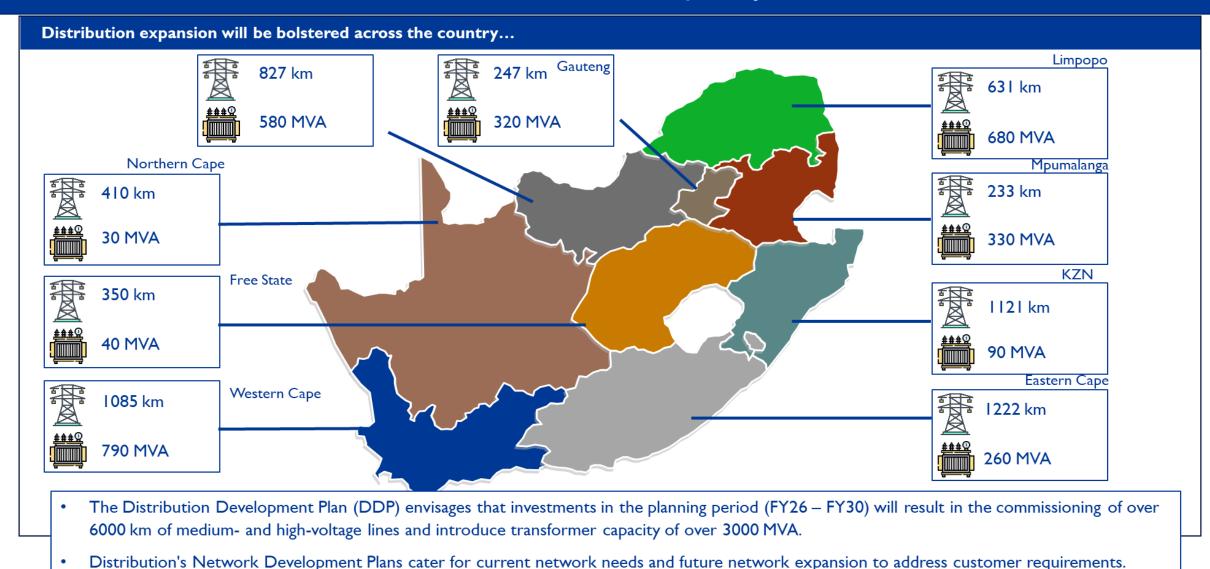


- The Distribution Development Plan (DDP) envisages that investments in the planning period will result in the commissioning of over 6125 km of medium- and high-voltage lines and introduce transformer capacity of over 3120 MVA.
- The Distribution Network Development Plans cater for current network needs and future network expansion to address customer requirements.



The Distribution Network Plan caters for a 5-year expansion of 6120 km Distribution lines and 3120 MVA transformer capacity







Detail expansion plan per Province



HV & MV Lines (km) Expansion Plan

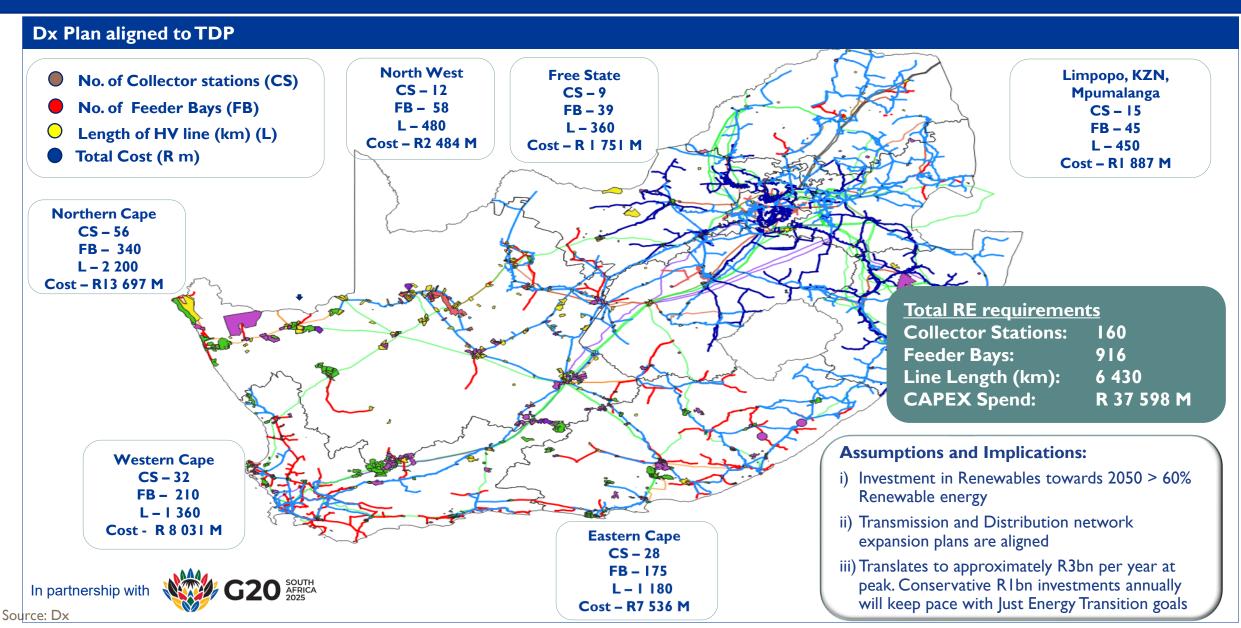
Operating Unit	FY26	FY27	FY28	FY29	FY30	Total
ECOU	470	258	245	93	157	1 222
FSOU	196	154	0	0	0	350
GOU	44	39	53	59	52	247
KZNOU	312	291	177	177	164	1 121
LOU	35	139	127	185	145	631
MOU	140	49	30	0	14	233
NWOU	105	163	238	143	177	827
NCOU	0	69	104	74	164	410
WCOU	100	65	352	276	292	1 085
DISTRIBUTION	1 402	1 228	1 324	1 006	1 165	6 126

Transformer Capacity (MVA) Expansion Plan

Operating Unit	FY26	FY27	FY28	FY29	FY30	Total
ECOU	0	20	80	80	80	260
FSOU	20	0	20	0	0	40
GOU	80	40	0	100	100	320
KZNOU	50	0	0	0	40	90
LOU	80	180	100	180	140	680
MOU	100	190	0	0	40	330
NWOU	0	20	200	180	180	580
NCOU	10	0	0	0	20	30
WCOU	80	80	190	320	120	790
DISTRIBUTION	420	530	590	860	720	3 120

Eskom Distribution's Infrastructure Development Plan (Grid Expansion) for next 10 – 20 years for DG/RE integration

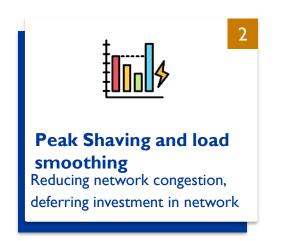




Distribution has Microgrids as new product which will be available for customers and electrification





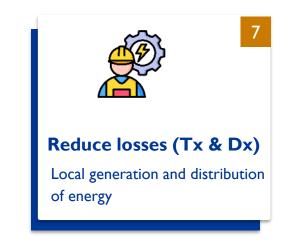








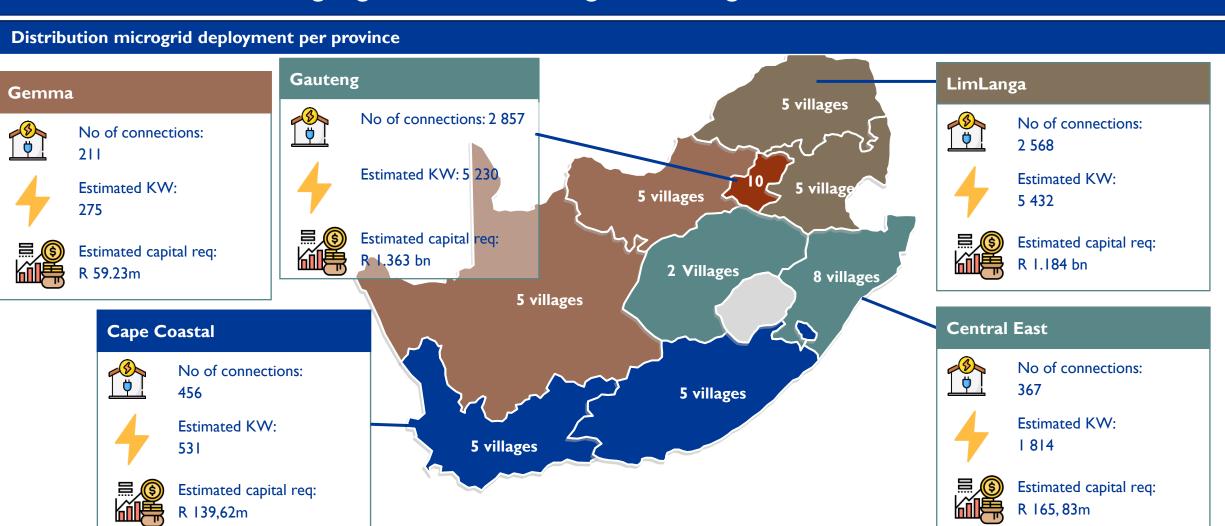






Eskom Distribution will implement 50 Smart Villages and connect 6459 customers through grid tied and off grid microgrid solutions



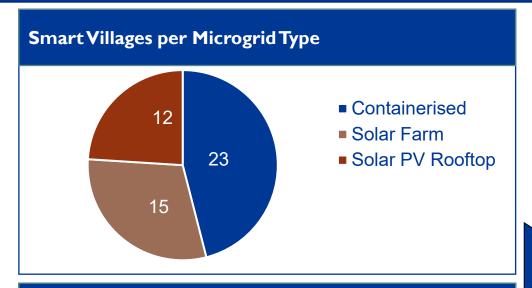


Total **CAPEX requirement** is R 2.85 bn across 5 clusters (10 per cluster)

Total no of connections are 6459 customers and 13 282 kW

The 3 types of Smart village microgrid types will be implemented across grid tied or off grid solutions with R 2.85 bn CAPEX required





Smart Villages per Microgrid Connection						
27	23	■ Grid-tied ■ Off-grid				

Cluster	Number of Connections	Estimated KW	Estimated CAPEX Requirements	
Cape Coastal	456	531	R139 617 569	
Central East	367	I 8I4	R165 831 551	
Gauteng	2 857	5 230	RI 363 537 679	
Gemma	211	275	R59 225 128	
LimLanga	2 568	5 432	RI 118 396 552	
TOTAL	6 459	13 282	R2 846 608 479	



Completed Microgrid Projects – Northern Cape











The Distribution utility scale Battery Storage projects are key to renewable integration into the network











Utility-Scale Storage Key To Renewables Integration

- ☐ Incentives will emerge to stimulate battery support for ancillary services and prevent supply curtailment
- Batteries will be developed in conjunction with renewables in isolated power systems for reliability, flexibility and management, and resilience measures



Distribution aims to replace fleet with Electric Vehicles and create public charging infrastructure



Utility-Scale EV Key To Renewables Integration



EV charging customer offering in the residential sector

Launch a large-scale incentive programme to deploy EV charging infrastructure



EV vehicle fleet to identify opportunities for electrification.



Make-ready incentive for the electrification of public transport and/or private company fleets



Distribution will be installing of solar carports in the open parking area for visitors

Cluster	FY26	FY27	FY28	Total
Cape Coastal	6	6	6	18
Central East	7	8	9	25
Gauteng	10	15	15	40
Gemma	5	5	5	15
LimLanga	10	16	16	42
DISTRIBUTION	38	50	51	140





Eskom has made a commitment to be an anchor for electric vehicles (EVs) to make a positive contribution towards local market stimulation, and a pilot project for fleet electrification is being executed in Distribution.

Distribution Road Map – Asset Creation Expansion Objectives



- Execute the DDP by constructing 1402 km of line and introduce transformation capacity of 420 MVA
- Rollout of smart meter installation (~1 141 340 units)
- Execute installation and commissioning microgrids solutions
- Implement the e-mobility programme (125 EVs and charging infrastructure)
- Execute installation of 38 public charging stations
- Accelerate rooftop solar PV installations
- BESS phase I projects including Skaapvlei (80MW/320MWh), Paleisheuwel (14.5MW/75MWh) & Melkhout (35MW/140MWh)

- Execute the DDP by constructing 1324 km of line and introduce transformation capacity of 590 MVA
- Rollout of smart meter installation (~2 444 503 units)
- Execute installation and commissioning microgrids solutions
- Implement the e-mobility programme (150 EVs and charging infrastructure)
- Execute installation of 51 public charging stations
- Accelerate rooftop solar PV installations

- Execute the DDP by constructing 1165 km of line and introduce transformation capacity of 720 MVA
- Rollout of smart meter installation (~64 221 units)
- Execute installation and commissioning microgrids solutions
- Implement the e-mobility programme (250 EVs and charging infrastructure)







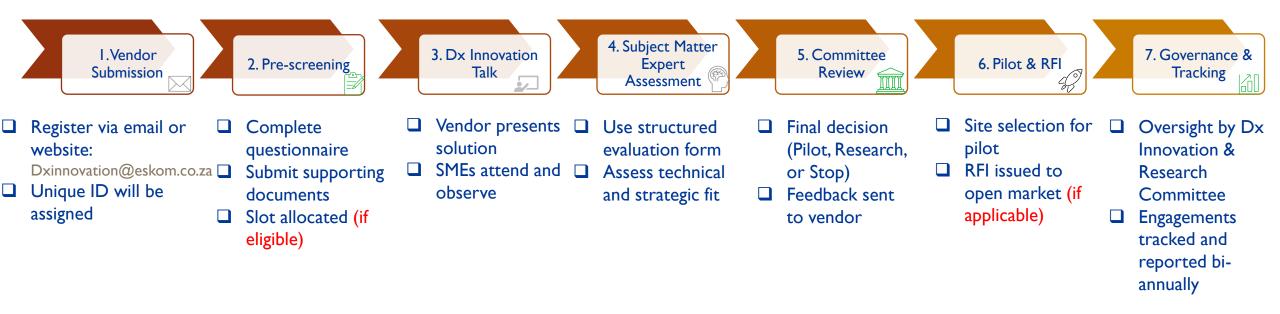
- Rollout of smart meter installation (~3 742 818 units)
- Execute installation and commissioning microgrids solutions
- Implement the e-mobility programme (150 EVs and charging infrastructure)
- Execute installation of 50 public charging stations
- Accelerate rooftop solar PV installations

- Execute the DDP by constructing 1006 km of line and introduce transformation capacity of 860 MVA
- Rollout of smart meter installation (~78 400 units)
- Execute installation and commissioning microgrids solutions
- Implement the e-mobility programme (200 EVs and charging infrastructure)
- Accelerate rooftop solar PV installations

UNSOLICITED BIDS



Eskom Distribution now has a formalized, transparent process for managing unsolicited bids and proposals.



Note:

- * The Dx Innovation & Research Committee plays a central role in evaluation, governance and oversight.
- Vendor engagement is structured through pre-screening, presentations, and committee review.
- * Eskom is not obligated to consider unsolicited proposals unless they align with strategic needs and follow due process.







THANK YOU







In partnership with G20 SOUTH AFRICA 2025







Supplier awareness session for **Eskom eTendering Solutions**

Verona Petzer



Introduction



- Eskom has introduced two eTendering Solutions viz
 - eTendering Solution for formal tenders
 - CSD RFQ Functional System use for informal tenders

- eTendering was rolled out in Eskom from February 2025 and ERI from 10 October 2025
- CSD RFQ Functionality system was rolled out in Eskom in a staggered approach starting with Generation Division December 2024 and the rest of the Division in March 2025





eTendering Solution for Formal Tendering - for high value items



Formal Tendering - for high value items

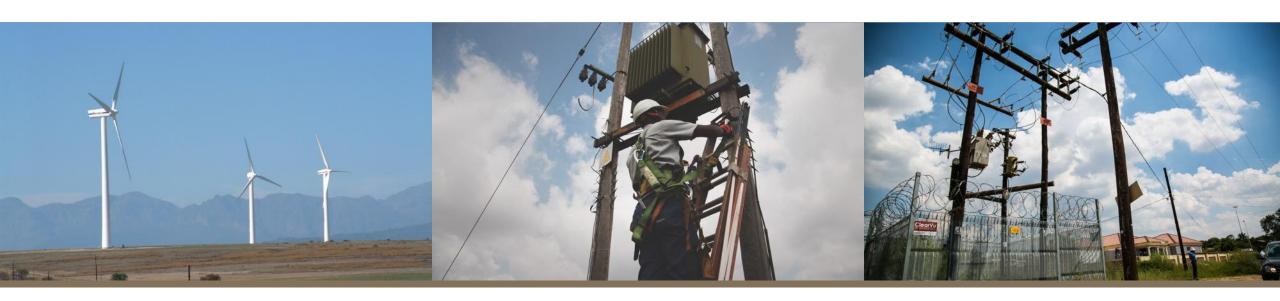


- The eTendering solution was developed for all Tender Offices nationwide for the electronic receipt and management of tender documents (returnables), which will be replaced by Digital Procurement.
- eTendering system is a web-based system that allows suppliers, bidding for various tenders advertised on Tender Bulletin system, to "upload" their tender documents.
- eTendering system replaces the manual process or physical submission of tender documents at various Eskom tender offices.
- eTendering system in a nutshell is an electronic box where tender documents can be "submitted" or "uploaded".
- Suppliers will be required to register their details before they can be granted access to the eTendering system.
- An OTP (one time pin) will be sent to both their cell phone and email addresses.
- The eTendering system will be paperless and will enable suppliers to submit tenders from wherever they are based.
- No need for suppliers to travel to various Eskom tender offices or sites.



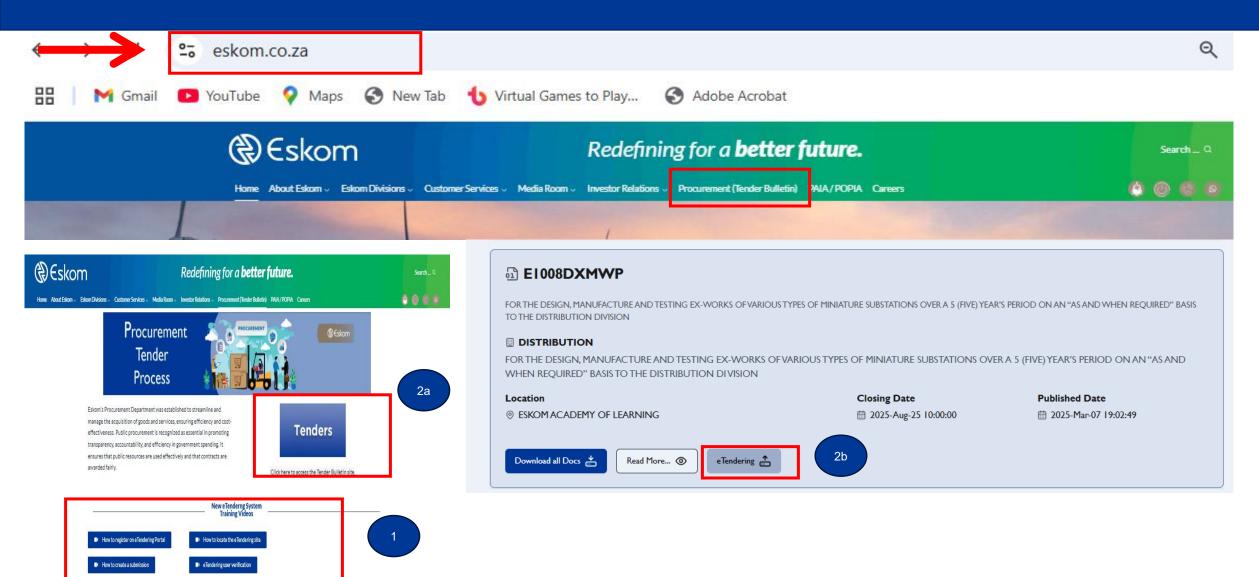


How to access Supplier videos



How to access the supplier video's







How to access supplier video's, user manual and a bit more info



(€Skom		
Email		
Password		
Remember me		
Loc	g IN	
1 c <u>Training Video</u>	os <u>Manual</u>	
Forgot your passw	vord? <u>Register</u>	

For any IT or technology-related issues, please contact the ITCARE support team at the toll- free number 0860 724 365.

For any issues related to tender submissions, suppliers are kindly requested to contact the designated buyer for assistance.

About Privacy Policy
T & C Contact

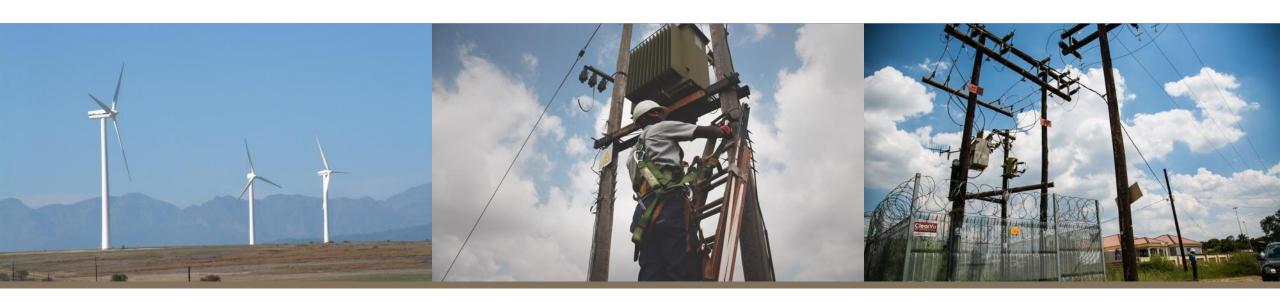
© 2025 Eskom Holdings SOC Ltd Reg No 2002/015527/30 All rights reserved | Terms of use







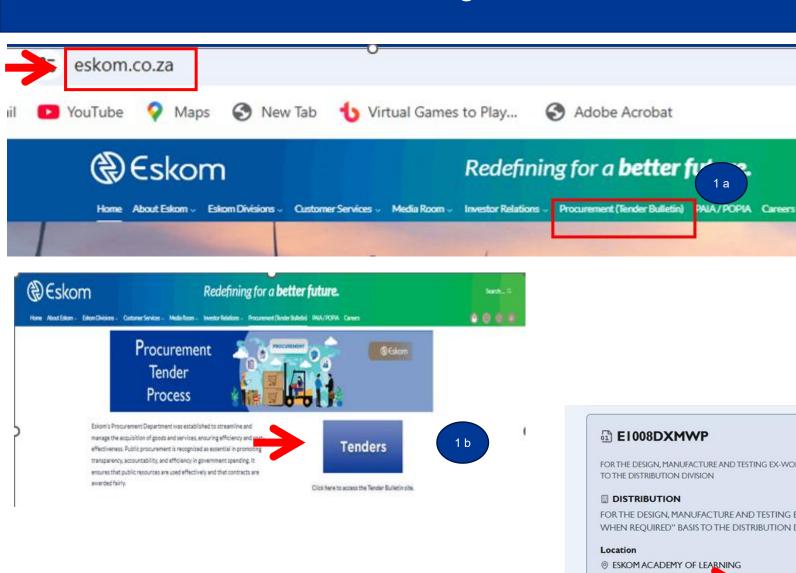
Visual of eTendering System



How to access the eTendering site

In partnership with

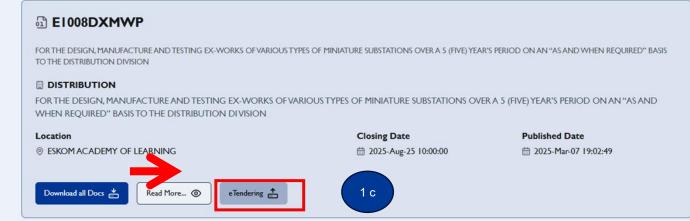




Quick and direct access is also available by using the following links:

TenderBulletin eTendering hyperlink. This link will allow you to upload the required tender documentation.

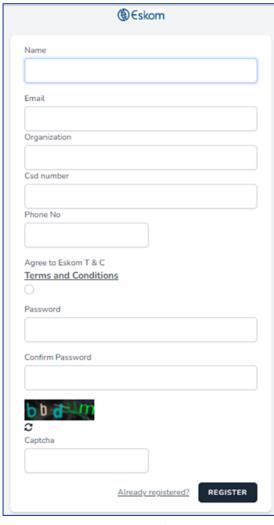
eTendering website : https://eTendering.eskom.co.za - this is used by members of the public, to view information about published tenders and submit their tender documents.



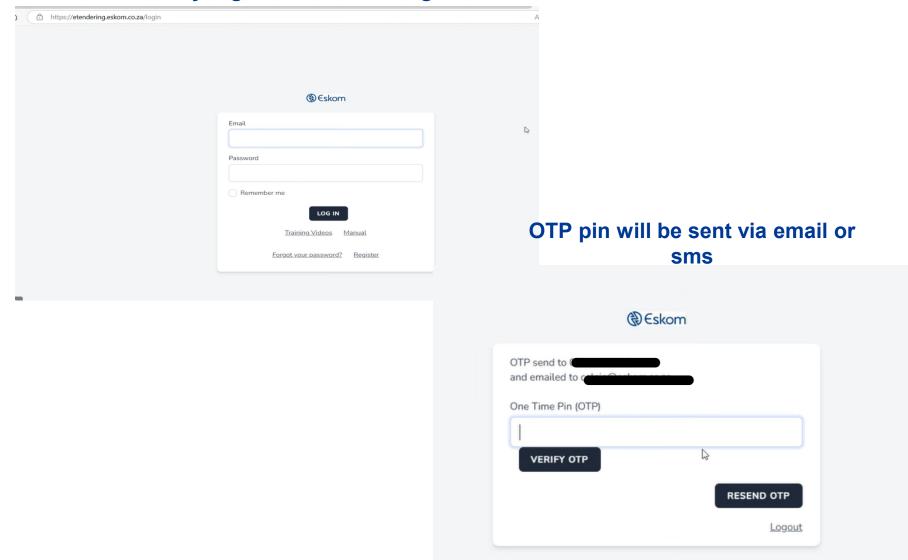
How to access the eTendering site: register & log in



To register



If already registered, then to sign in

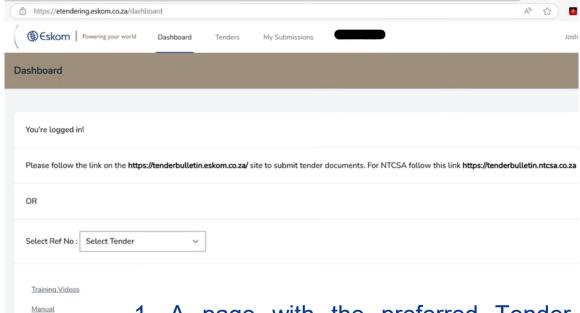




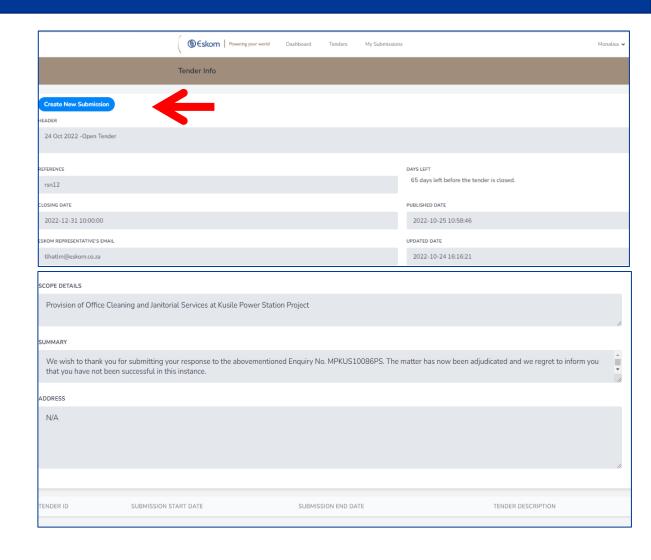


How to access the eTendering site: create new submission





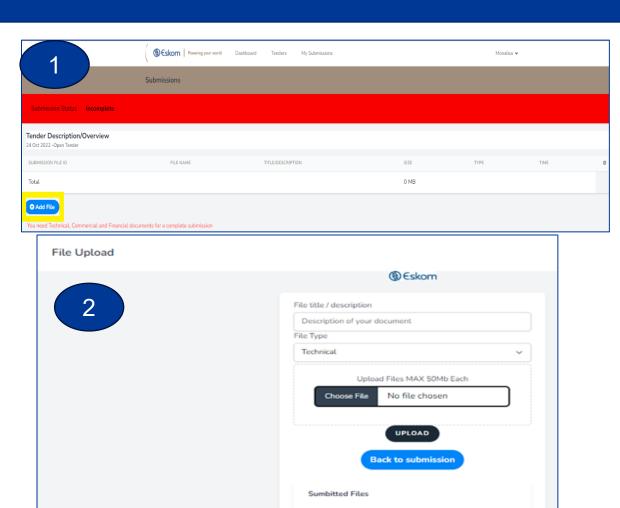
- 1. A page with the preferred Tender information is displayed before tender documentation can be submitted.
- 2. "Create New Submission" button is used to submit required Tender documents.





How to access the eTendering site: upload documents

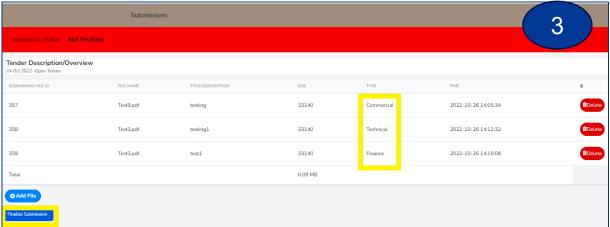




Tender Description/Overview

In partnership with

Award for Provision of Office Cleaning and Janitorial Services at Kusile Power Station Project



Upload required tender documents by:

- 1. Giving the file a name
- 2. <u>Select the listed file type e.g.: Technical, commercial, finance and etc</u>
- 3. Choose the file you need to upload

Then click on the "Upload" button

Important information



- 1. Tender documents need to be upload under the folders "Technical", "Commercial", "Financial", and "other"
- 2. All documents need to be submitted in a PDF only; unless stated otherwise in the invitation to tenders e.g. price list both PDF & Excel
- 3. The limit is 500MB per file and total submission of 4gb per submission.
- 4. No Zip/condense files can upload.
- No hard copy will be accepted.
- 6. The submission status is indicated as complete before final submission of the tender.

7. Resubmission for tenders

- If a tender requires resubmission, please note that only the most recent version submitted will be accepted. All previous submissions will be rendered invalid and superseded by the latest version.
- 8. It remains the sole responsibility of the tenderer to ensure that the documents (PDF/Excel) are submitted and accessible for evaluation without any challenges as well as they are not corrupt or unreadable.
- 9. It is the tenderer's responsibility to ensure that their tenders documents are submitted/uploaded, and the submission is finalised before the closing date and time
- 10. For E-tendering tenderers are not permitted to deposit a tender into the Eskom tender box only electronic submission via the Eskom Tender bulletin site on the Eskom E- tendering page will be accepted
- 11. Note: The information as indicated in the invitation to Tender document will determine how the tenders are to be submitted.





CSD RFQ Functionality system for informal Tendering - for low value items



Informal Tendering - for low value items

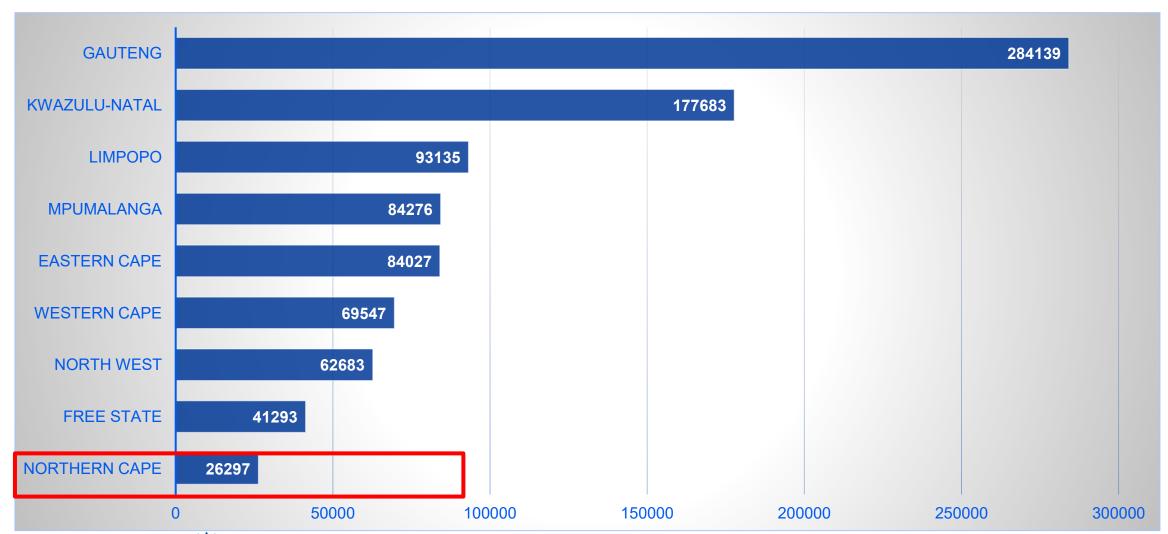


- The CDS system enables all active suppliers invited to respond to an RFQ, to view, download RFQ supporting documents, indicate their intend to respond to the RFQ or not as well as submitting their Quotation on CSD.
- This functionality will minimize the risk of suppliers responding to fake RFQs.
- It has the following Benefits for suppliers
- CSD is viewed as a trusted source for RFQs as only
- legitimate Organ of States (OoS) officials can create RFQs.
- CSD will not re-direct the supplier to another site. This will minimize the number and the cost for suppliers responding to fraudulent requests received.
- All communication and documentation will be electronic which minimizes the cost of responding to RFQs.
- Improve communication between OoSs and suppliers as emails will be sent informing suppliers of opportunities and any changes that may occur.
- Enable suppliers to indicate before the closing date if they are going to participate and the reason why they are not going to respond.
- Suppliers can be assured that the price of quotations cannot be leaked prior to the closing date and time to ensure fairness.



Number of Suppliers per Province

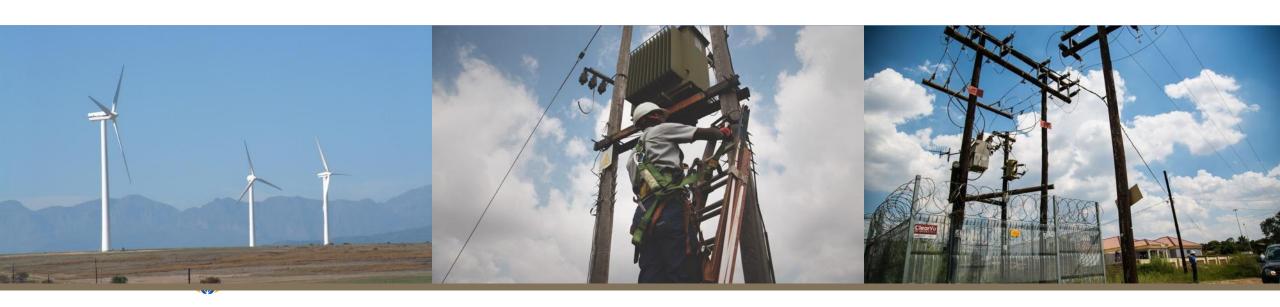








How to access Supplier videos



Training: OCPO Website: http://ocpo.treasury.gov.za



Training: OCPO Website: http://ocpo.treasury.gov.za

TIPS when registering on CSD



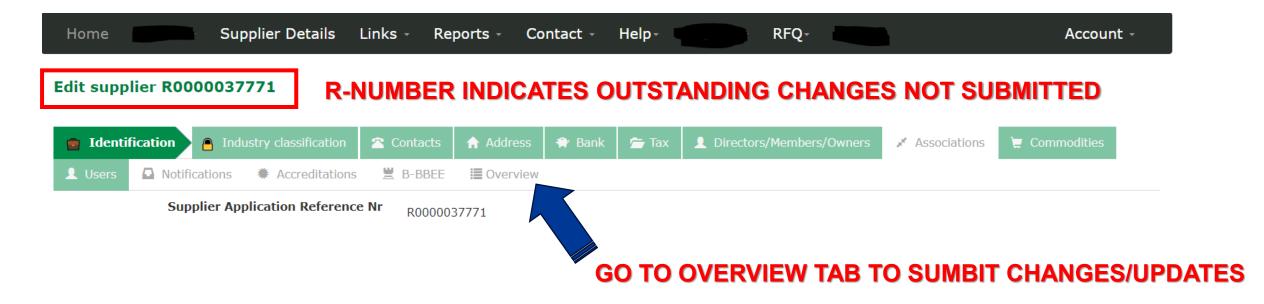
- The RFQ notifications that are sent by CSD do not contain any links, instead suppliers are urged to login on CSD to view the RFQ details
- MyInbox will reflect all automated notifications as well as RFQ invitations and document validation results e.g. proof of address, military veteran certificate and medical certificate.
- At minimum one contact is required to receive notifications (bank verification process) and RFQ invitations (Bid office contact), you can have more than one active Bid office contact. Ensure email addresses and cell phone numbers are up to date and that the contact is active on CSD.
- Primary user should perform updates on supplier profile e.g. company is registered by agent or employee who resigned.
- At minimum one physical and postal address is required. Upload proof of address.
- Banking details must be exactly like the bank. Verify one bank account at a time.
- If any one of the possible three tax reference number specified by the user is reflected as non-compliant by SARS, then the overall tax status is non-compliant.
- Complete demographics of owners. Update beneficial owners at CIPC.
- Upload military veteran and disability certificates.
- Only specify commodities you are able to deliver.
- Do not misrepresent your company or try to mislead government. If you don't respond to RFQs send by CSD, the commodity will be removed as you are considered not to be interested.



TIPS when maintaining your CSD profile



- Compliance unlocks opportunities so frequently visit your CSD site to up date you profile
- Remember to submit changes on the Overview tab.
- The Search engine is used by 1060 Oos



In order to submit please address all outstanding issues marked with X or where verification failed.





Your Compliance Check



Quotation **cannot be submitted** if supplier has red flag for Proof of Address, Government Employee, Restricted Supplier, Restricted Director, Ownership <> 100% or mandatory documents are not uploaded.

For support Contact

National support - CSD@treasury.gov.za or 0124069222









Thank you



Re-imagined Community Work Programme (CWP) – Smart partnerships



Cooperative Governance and Traditional Affairs Acting DDG CWP

Mr P Matomela





COMMUNITY WORK PROGRAMME (CWP)

21 OCTOBER 2025

ESKOM BUSINESS CONNECT PROGRAMME

Mr Pankie Matomela: Acting DDG - CWP





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- 2. Objectives of CWP
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- 7. Public, Private and Community Smart Partnerships Initiative
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1. PURPOSE OF CWP

- The CWP was initiated as part of the second economy project and was piloted from 2007 to 2009.
 It was incorporated into the Expanded Public Work Programme (EPWP) to form part of the public employment initiatives of government in 2009.
- The CWP is a poverty alleviation program of government that is intended to provide work opportunities to unemployed and under employed South African citizens drawn from Wards afflicted by high levels of poverty. In so doing, create income security and work experience for participants and promote social and economic inclusion simultaneously ensuring skills and community development.
- To create income security and work experience for participants and promote social and economic inclusion by targeting areas of high unemployment through the provision of work opportunities in local municipalities, ensuring skills and community development.
- There are currently over 255 000 unemployed participants enrolled in the CWP across the nine (9) provinces, with 223 sites and over 4 000 subsites.
- The CWP is managed by the National Department of Cooperative Governance (DCOG).



2. OBJECTIVES OF THE CWP

The CWP is a key pillar of South Africa's Public Employment Programme (PEP). The CWP was established in response to the persistent and multifaceted poverty affecting the nation. By offering regular work opportunities, the programme empowers participants to meet basic needs, improve living conditions, and develop skills. With its roots in the Expanded Public Works Programme (EPWP), CWP extends social protection and promotes community development, addressing the complex dimensions of poverty, including situational, generational, urban, and rural poverty.

Its core objectives are:

- 1. <u>Safety Net for Employment</u>: The CWP aims to provide immediate support to alleviate hunger and poverty by offering predictable employment opportunities in high-unemployment regions where alternatives are scarce.
- 2. <u>Empowerment and Inclusion</u>: By offering employment opportunities that foster dignity, social inclusion, and economic participation, the CWP empowers individuals in economically marginalised areas.
- 3. <u>Enhancement of Public Assets and Services</u>: The programme seeks to improve public assets and services within disadvantaged communities through maintenance and development projects.
- 4. <u>Community Development</u>: The CWP strengthens community participation and development strategies, ensuring that local residents benefit from and are actively involved in the programme's initiatives.





3. CWP RE-IMAGINED: PROGRAMME ENHANCEMENTS

The CWP has undergone changes and being repurposed for maximum and visible impact with the focus on artisan and enterprise development, aimed to address poverty, unemployment, and inequalities through Work Opportunities provided. In response to the evolving labour market and economic challenges, the CWP has implemented the following strategic enhancements:

- a) <u>Public, Private and Community Smart Partnerships</u>: Strategic partnerships with private sector entities have introduced co-funding, additional resources, and expertise, enhancing the programme's capacity to create sustainable employment opportunities. This collaboration ensures alignment with private sector needs, improving job placement and stability for participants. In addition, it will complement service delivery initiatives in municipalities.
- b) <u>ICT and Technology Skills</u>: The CWP has expanded to include ICT skills development, responding to the growing importance of technology in the job market. By equipping participants with ICT skills, the programme prepares them for future job opportunities in the digital economy.
- c) <u>Economic, Social and Governance (ESG) and Sustainability Projects</u>: The CWP has integrated ESG principles into its projects, including waste-to-energy, tyre-to-energy, biogas production, and alternative energy projects like solar power, amongst others. These initiatives contribute to the Just Transition goals and provide participants with valuable experience in emerging sectors.

These interventions will enhance the Programme and increase opportunities for impact and reach in areas that were not explored in the initial phases of the Programme.





4. CWP RE-IMAGINED: BENEFITS

- a) Increased Employment Opportunities: Expands employment reation and stability through strategic partnerships.
- b) Skills Development: Focuses on new skills around digital economy and sustainability.
- c) Alignment with Environmental, Social and Governance (ESG) and Sustainability Goals: Integrates principles on ESG, Sustainability and Circular Economy, promoting sustainable practices in green energy and waste management.
- d) Economic Stability: Contributes to economic resilience by addressing unemployment and poverty at the grassroots level.
- e) Community Empowerment and Development: Enhances social protection and improves living conditions for vulnerable communities.
- f) Adaptability to Global Shifts: Prepares participants for emerging challenges in the global economy, including shifts in energy and environmental policies.





5. REVIEW OF THE CWP POLICY AND IMPLEMENTATION PLAN

In order to address deficiencies in the coordination, management and implementation of the Programme, the Department has embarked on the review of the 2011 CWP Implementation Policy, the Implementation Plan as well as the model of CWP implementation.

Focus Areas Addressed	IMPROVEMENT AREAS	
Useful Work	 Each CWP site will need to develop a set of "anchor activities" in consultation with Local Reference committee(LRC). a CWP site is expected to enable a multi-sectoral approach rather than having a single-issue focus. Usefulness" of the work and "relevance" of training proposed, will add capacity/technical support requirements. Training interface with the mandates of public bodies responsible for service delivery, to ensure complementarity and alignment. 	
Exit Strategies	 Enhancement to Partnerships and Stakeholder Management for greater impact by bringing in public and private sectors players, to add capacity & technical support, which will ensure: Increase exit opportunities for participants with much skills; Outputs at site level are of good quality; Participants are capacitated to start their own businesses. 	
Implementing Agents	 Implementing Agents are responsible for managing the Community Work Programme at site level, Provide necessary technical support Facilitate, manage and monitor financial and non-financial performance (including relevant training and useful work activities) Keep and update registers of all stock, equipment, tools and assets Manage all CWP assets in accordance with a system that ensures full compliance 	
Financial & Non-Financial Systems	 Ensuring that proper internal controls are in place to ensure the efficient, effective, economical and transparent use of resources – financial and non-financial – in pursuit of the objectives of the CWP at site level. Develop and implement technology-enabled systems to manage the programme esp. viz verification of work opportunities and participant payment 	





5. REVIEW OF THE POLICY AND IMPLEMENTATION PLAN CON..

The Review of the Policy seeks to address the following:

a) Weak / non-existent controls replaced by robust, detailed controls

- E.g. payments to deceased participants.
- E.g. prepayment for goods and services that never arrived on site.
- E.g. consequence management.

b) Clarity and certainty

- E.g. who can or cannot be a participant.
- E.g. strategy that compels exiting of participants at the end of a defined term.
- E.g. roles and responsibilities of various stakeholders.

c) Better Programme design and definition

- E.g. IAs vs IAs (remuneration-based) and IPs (volunteer-based).
- Enhanced decision-making and involvement by communities.
- Emphasis on work only to work and business.
- Emphasis on work only to work and training.
- Improved accountability via Inspectorate and systemised Monitoring and Evaluation.





6. TRAINING AND DEVELOPMENT OF PARTICIPANTS

- 1. The guiding principles of an impactful CWP focus on providing participants with accredited artisanal or occupational skills training and enterprise development opportunities. These initiatives aim to optimize their work outputs, equip them with essential life skills, and enhance their employability and self-employment potential. The Programme supports participants in transitioning into self-sustaining, income-generating ventures, establishing SMMEs or cooperatives, and allow for skills, development and certifications to compete formally in the job market
- 2. The enhancement of the economic agency of participants should be through the following initiatives:
 - a) Supplement the improvement of service delivery initiatives by Government.
 - b) Exploring opportunities available through township and rural economic development framework.
 - c) Optimising development in rural, urban, including semi-rural urban areas.
 - d) Social Development Programmes.



7. PUBLIC AND PRIVATE SMART PARTNERSHIPS INITIATIVE

- 1. The CWP Smart Partnerships initiative was conceptualized and presented at COGTA MINMEC on 15 March 2024 and endorsed.
- 2. It recognizes that the socio-economic challenges facing our democracy require a social compact with public and private sector entities to facilitate efficient, effective and value for money service delivery provision to citizens.
- 3. In order to create an environment in which the private sector can invest and unleash the dynamism of the economy, the Department through the CWP Branch has established Smart Partnerships with the Public and Private Sectors.

THE VALUE ADD OF SMART PARTNERSHIPS:

- 1. Co-Funding and Resources: Leveraging private sector resources to cover multiple sectors.
- 2. Increased Impact: Enhanced potential for stable employment and long-term success through collaborative efforts and initiatives and amplify the Programme's effectiveness and impact.
- 3. Supplementing municipal service delivery through cutting edge technologies in areas of non-revenue water, non-revenue electricity, waste management, revenue management, online assets management, amongst others.
- 4. Contributing to job creation and economic development initiatives at local level.

From these smart partnerships, CWP participants, with the focus on unemployed youth, will receive accredited training on artisanal skills and participants will be empowered to enter into small business ventures and supported SMME development programmes, establishment of cooperatives or be absorbed by Smart Partners.





8. SMART PARTNERSHIP INITIATIVES IN THE NORTHERN CAPE AND OTHER PROVINCES

- 1. The Memorandum of Understanding (MOU) signed between DCOG, National Business Initiative and PEPSICo, implemented in collaboration Dawid Kruiper Municipality to support the non-revenue water and municipal capacity building interventions which will include:
 - Appointment of a retired Engineer to support the municipality.
 - Appointment of a training service provider to train CWP participants on artisanal programmes.
 - Appointment of a communications specialist to assist with a communication strategy on Water saving awareness.
 - Procurement and Replacement of manholes.
 - Replacement of water sprinkles and the landscaping to beautify affected areas.
 - Replacement of water meters.
- 2. Through a MOU between DCoG and the National Home Builders Registration Council (NHBRC), a total of 110 participants have been enrolled in the Enhanced Home Building Technology (EHBT) training programmes in the Northern Cape. The programme is being implemented across all provinces and includes key modules such as Applicable Legislation and Regulations, Site Investigations, Foundations, Superstructure, and Construction.



9: SMART PARTNERSHIPS INITIATIVE: EXAMPLES OF SMART PARTNERS PROJECTS

Embedded Generation





switch telecom

Safety and Security



Outdoor Advertising



Cooperative Governance
REPUBLIC OF SOUTH AFRICA

Service Centres



Healthcare Services



Non-revenue Water



Memorial Parks



Financial Improvement



Property Assessments



Tyre to Fuel Pyrolysis Plants



Facilities Management



Disaster Reserves



Public Safety Compliance



Solar Plants



Food Markets



Asset Management



Infrastructure Branding



Waste to Energy Gasification



Biogas Production Plants



10. JOB CREATION AND ECONOMIC DEVELOPMENT THROUGH SMART PARTNERSHIPS

The following are some examples of Partnerships that have been approved and that are at various stages of implementation.

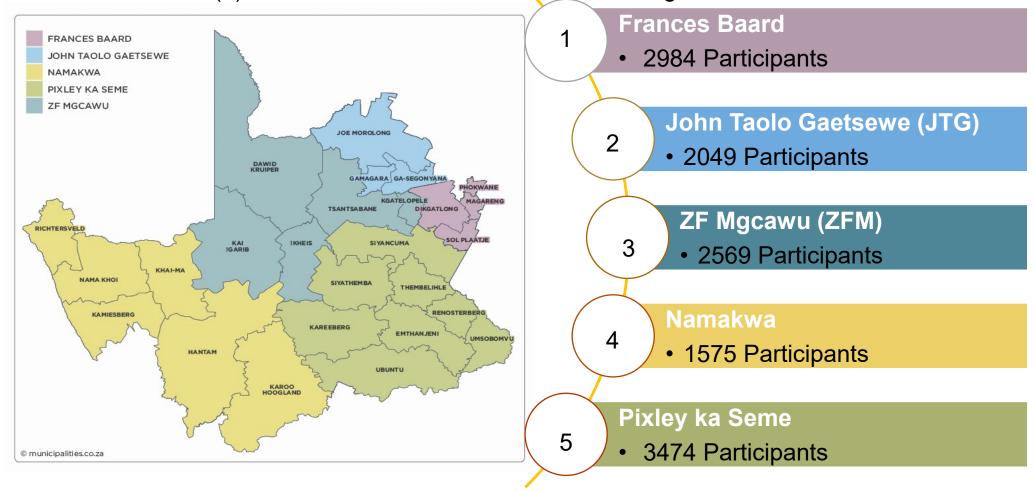
	Smart Partner	Value Proposition	Youth Participants Targeted
1	Central Energy Fund & Petro SA	Funding and development of Municipal Pyrolysis Plants; Municipal Solar Power Plants; 1 000 in two years and placement at least 800	
2	PoweGex	Development of solar power plants that will assist municipalities to deal with loadshedding and reduce their acquisition costs to Eskom.	5 000 in two years and placement of at least 3 000
3	Millat Trading Group, Family Tree and Efficiency Staffing Solutions	Funding and development of franchised businesses that will be given to young people: Fuel Retail Stations; Hair Salons; Laundries; Grocery Stores; Fresh Produce Stores; Early Learning Centres; and Community Fitness Clubs. 4 000 in two years and placement of at least 3 500	
4	Rangi Energy	Funding and development of Municipal Waste Gasification Power Plants and Municipal Waste Sorting Hubs.	2 000 in two years and placement of at least 1 200
5	Community Healthcare Fund	Funding and development of Franchised primary healthcare clinics; Recruitment of unemployed medical doctors; and Training and funding of medical doctors.	3 500 in two years and placement of at least 3 000
6	Innocap Group	Funding and development of Municipal Fleet Services and Municipal Disaster Management Parks.	700 in two years and placement of at least 600
7	World River Investments	Funding and development of Municipal Broadband Networks and Municipal Smart City Networks.	4 000 in two years and placement of at least 3 000
8	SAFI & PetroPac	SAFI is rolling out an Emergency Strategic Reserves management program that will ensure that the country has enough food, fuel, and material reserves needed to respond to disasters and emergencies	5 500 in two years and placement of at least 5 000
9	Advannotech	Advannotech will be rolling out the IOT networks as part of the Municipal Asset Management Systems. The IOT systems will support all the key components of the Municipal Asset Management System	3 500 in two years and placement of at least 3 000
10	World River Investments	WRI will be designing and managing the rollout of Municipal Broadband Networks in rural areas in partnership with District Municipalities.	4 000 in two years and placement of at least 3 700





11. IMPLEMENTATION IN THE NORTHERN CAPE

CWP in the Northern Cape with a target allocation of 16 197 Participants across twenty-six sites (26), distributed in five (5) Districts as follows; due to the offloading of 60 and above the numbers will reduce







12. Useful work 2025/26

No.	Work Packages/ Anchor Projects	Useful Work
1.	Road Maintenance	 pothole patching, verge grass cutting, stormwater drainage cleaning, culverts cleaning
2.	Road Signage and Road Naming Audit	- check presence and integrity of signage (if possible, prepare signage),
3.	Water/Waste - Water Facilities	 grass cutting at the reservoirs and treatment plants, painting and marking of facilities, Fencing
4.	Sewers	- identify missing manholes and replacement with concrete rather than steel.
5.	Plumbing (Not in the reticulation systems)	 Leak repairs to Indigent Households and Council facilities; Leak detections and repair leaking taps
6.	Water and Electricity Servitude Management	 cutting trees on the servitudes; inspect on servitude encroachments; marking repairs where technical and professional expertise is not mandatory.
7.	Water/Electricity Meter audits	 Open covered meters, check meters that are not functional or damaged.
8.	Solid Waste Management	- waste picking and separation at source and landfill sites, rehabilitation of the illegal dumps (e.g. parks),



13. TYPES OF TRAINING AND USEFULWORK

No.	TRAINING CATEGORY	TYPE	TARGET- LITERACY LEVEL	USEFULWORK
1.	 Artisanal skills Basic construction Plumbing and Electrical Installation Furniture Making Woodworking and Upholstery 	Learnerships	- Gr – 10 – 12 - Matric	Maintenance of government building Water leaks Refurbishment of school desks/doors
2.	Sewing and Textile Skills Beading and Craftwork Paving and Road Maintenance	- Skills Programme	 - From Grade 8 - Can read, write and calculate - Recognition of prior learning 	Cooperatives /SMME - Patching of Potoholes



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15. PROCUREMENT AND TOOLS OF TRADE

Non-PM Budget	Allocation Budget 2025/2026
PPE	8 783 550
Tools and Material	8 783 550
Training	9 759 500
Technical Support	1 951 900
TOTAL	29 278 500

















Department of Finance, Economic Development & Tourism Mr Daniel Mohohlo







Presenter: Daniel Mohohlo

Date: 21 October 2025

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Outline

- Driving Inclusive Economic Growth in the Northern Cape
- Financial Support Initiatives
- Non-Financial Support Initiatives: Skills, Knowledge, and Compliance





Driving Inclusive Economic Growth in the Northern Cape

- The Department of Economic Development and Tourism (DEDaT) is mandated to drive economic transformation, enterprise development, and inclusive growth across the province. Our focus is on ensuring that MSMEs, Co-operatives, Women, Youth, and Persons with disabilities have access to real economic opportunities.
- Collaboration with stakeholders such as Eskom Business Connect is key to ensuring that small enterprises participate meaningfully in the provincial economy.

DEDaT Priority Areas:

- Enterprise Development (ED)
- Financial and Non-Financial Support
- B-BBEE and Preferential Procurement
- Township and Rural Economy Revitalisation
- Skills Development and Digital Transformation





Financial Support Initiatives: Capital for Growth

• The primary purpose is to provide grant funding to MSMEs, and Co-operatives operating in township and rural areas, enabling them to start, expand, or sustain their businesses.

Township and Rural Economy Grant Funding - Key Features:

- Non-repayable grant support for eligible enterprises.
- o Focused on businesses in priority sectors such as tourism, Agro-processing, manufacturing, retail, and services.
- Funding ceiling: up to R 100 000 depending on business needs and availability of the budget.
- Support linked to business mentorship and training.
- o Impact: for the current financial year 80 MSMEs are targeted, and procured for 30 MSMEs
- Still must deliver Targeted for end of October
- Stimulated local job creation and rural enterprise growth.





Financial Support Initiatives: Capital for Growth

Northern Cape SMME Blended Finance Fund – Key Features:

Key Feature	Details	
Total Value	A multi-million-rand fund established with the National Empowerment Fund (NEF).	
Model	Blended Finance: Combines a Grant portion (from DEDaT) with a Loan portion (from NEF).	
Benefit	Concessionary funding, where the MSME only has to pay back the loan portion (which is 60% of the total funding received).	
Grant Portion	Provides funding of up to R4 million per transaction.	
Sectors	Supports black entrepreneurs across all sectors, including mining beneficiation, Agro-processing, tourism, construction, manufacturing, and renewable energy.	
Objectives	To provide capital injection for start-up or expansion and accelerate Broad-Based Black Economic Empowerment (B-BBEE) in the province.	
Current Status	19 enterprises funded, R 244 618 511 (R 68,525m/R86,46m) 1173 jobs created	





Non-Financial Support Initiatives

Support Intervention	Focus Area	Key Offerings	
Training Interventions	Skills Development	Financial Literacy & Bookkeeping, Pricing & Costing, Tendering, Corporate Governance, Confectionary, Beadwork, Hair and Beauty, Micro blading, Nail Technician – makeup training, Cleaning and Hygiene workshop, Health and Safety training, Leather and Belt training, Basic Business Readiness training, Hairdressing and Barbering, Career Guidance, Job readiness – collaboration with TVET	
Mentorship and Coaching	Business Maturity	One-on-one consultations provided. Focus areas include, Production Management, HR Policies, and Strategic Business Management.	
Information Sessions	Market Access & Opportunity	Access to purchase order finance and invoice discounting, Available funding support in the ecosystem, workshops on government tender processes, and targeted industry sessions. Partnerships with NYDA, ICD celebrations, SEDFA, Pop-Up markets, Exhibitions	
Business Compliance Assistance	Formalisation & Readiness	Assistance with essential statutory requirements, including: CIPC Administration (Company Registration, Annual Returns), Tax Clearance Certificate applications, B-BBEE Certificate verification, and support for sector-specific compliance (e.g., CIDB registration).	
Specialised Support	Incubation Support	For high growth potential businesses in the high growth sectors. Incubators such as NOCSOBI, Galeshewe SMME Village, NC SMME Trust	









Funding opportunities



IDC: Northern Cape, Regional Manager Mr. Mehmood Ahmed









This is the IDC....

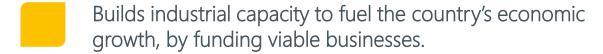


Industrial Development Corporation

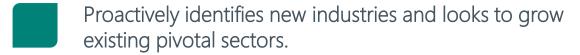
Partnering you. Growing the economy. Developing Africa

Who We Are











IDC's founding Act is as valid today as it was back in 1940:

"...to facilitate, promote, guide and assist in the financing of new industries and industrial undertakings and schemes for the expansion, better organisation and modernisation of, and the more efficient carrying out of, operations in existing industries and industrial undertakings, to the end that the economic requirement of the Union (South Africa) may be met, and industrial development within the Union may be planned, expedited and conducted on sound principles."



Sectors Covered By The IDC

Small Business Finance and Regions



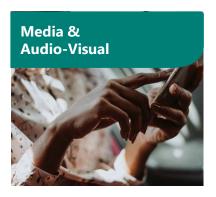




















Catalytic Interventions And Funding Activities

Funding Mechanisms

- Debt
- Equity
- Quasi-equity
- Mezzanine
- Export-Import Finance
- Short-term Trade Finance
- Bridging Finance
- Guarantees
- Wholesale Funding through Intermediaries
- Syndication and Lead Arrangement

Development Outcomes

- Investment facilitation and growth
- Increased levels of employment
- Localisation and beneficiation
- Economic Transformation
- Export development
- Support for AfCFTA
- Industrialisation
- Green economy
- Spatial equity

Regional Development

- Rest of Africa
- Export Focus of SA Manufactured Capital Equipment

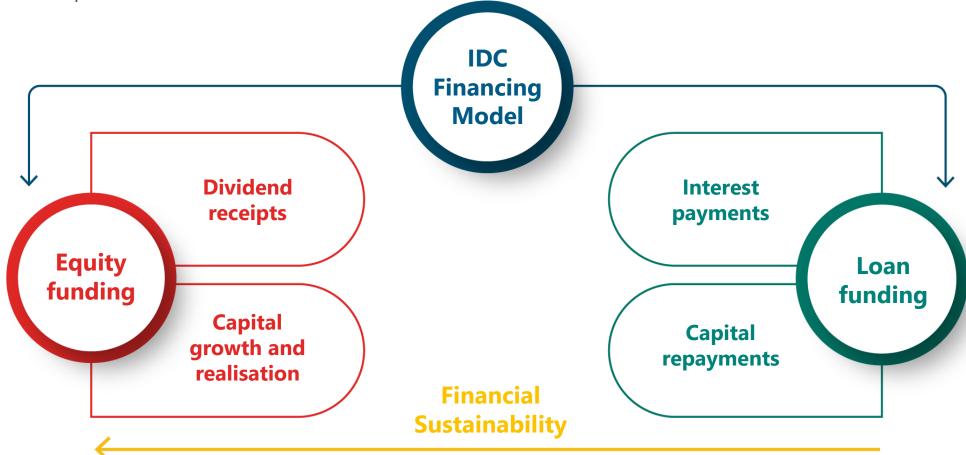
Key Customers

- Large OEMs
- Small to Medium Companies (incl. start-ups)
- Other DFIs



IDC Funding – The IDC Has A Sustainable Funding Model

IDC is funded through internal profits, divestment from mature investments and borrowings in domestic and International capital markets.









Performance Overview

22.5% 🔻

IDC funding approved R13.4 billion (2023/24: R17.3 billion) 19.3%

Total funding committed to transformation R26.6 billion (2023/24: R22.3 billion) 2.5%

IDC funding disbursed R16.3 billion (2023/24: R15.9 billion)

74.5% \(\ni\)

Net Profit (Company) R1.8 billion (2023/24: R7 billion) 7.7% 🔻

Total assets (Company) R144.3 billion (2023/24: R156.3 billion) **11.7%** ▼

Jobs to be created and saved through committed funds 15 732

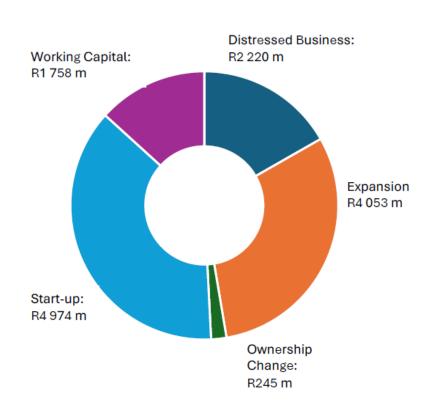
> (2023/24: 17 826)



Distribution of IDC funding

Distribution of funds primarily supported increasing industrial development capacity

Most new funding approved was allocated towards new capacity



New funding approved by business unit



Industrial Development Corporati

Transformation and socioeconomic funding

Transformation funding up 20% to R26.6 billion

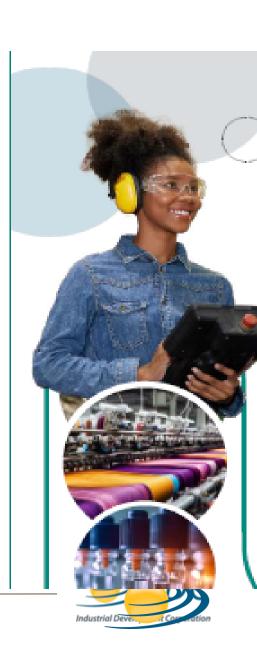
Black industrialists funding more than doubled to R23.4 billion

Youth entrepreneur funding of R1.7 billion

Corporate Social
Investment:
R40.6 million
benefitting 23 000+
beneficiaries

Partnership programmes
of R2.9 billion, supporting
the creation of over
12 360 jobs

R5.6 billion funding for womenempowered businesses



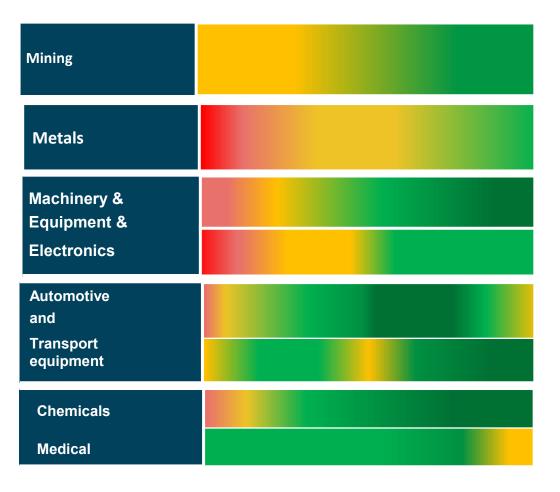
Looking Ahead

- >> The IDC remains committed to:
 - Achieving its developmental impact mandate while remaining financially sustainable
 - Driving jobs-rich industrialisation and deepening regional value chains
 - Supporting transformation outcomes and inclusive growth
 - Enhancing operational agility and client experience





Sub-sector 5 year outlook



Industrial Mineral Products	
Wood & wood products	
Agro-processing and Agriculture	
CTFL	
Infrastructure	
Energy	



'Select' potential investment opportunities in key sectors

- The pace of South Africa's economic growth (GDP) is likely to improve going forward.
- Business enterprises (incl. domestic and foreign investors) should therefore benefit from the anticipated gradual improvement of the economic and operating environment, including pursuing the significant investment opportunities that are emerging in a range of sectors, underpinned by important drivers such as:
 - Greening of the economy, including renewable energy generation (and increased self-generation) and the development of the hydrogen value chain (which the IDC has been mandated to lead), among other opportunities.
 - Infrastructure development R944 billion has been allocated for public sector spending on infrastructure over the 3 fiscal years to 2026/27. Public private partnerships are envisaged for the roll out of various infrastructure projects. Supplier industries associated with the manufacture of construction related materials, equipment and other input materials, as well as services, are set to benefit from the sizeable infrastructure build.
 - Agriculture and agro-processing.
 - Mining sector exploration and minerals beneficiation.
 - Strategic localisation initiatives, which could be highly effective if implemented in a well-coordinated and cooperative manner between various stakeholders (incl. state-owned companies and regulators).
 - Digital economy (high-demand spectrum allocation will accelerate digital migration, unlock major efficiency gains for operators and open up investment opportunities for infrastructure upgrading and services in ICT sector; large-scale deployment of fibre networks to accommodate 5G requirements).
 - Implementation of various sectoral master plans (automotive; steel; retail clothing, textiles, leather and footwear; poultry; sugar; furniture; digital economy, etc.).
 - African Continental Free Trade Area implementation.







Key Objectives of SBF&R

Mandate

- SBF&R specifically caters for businesses looking to access funding from **R1m to R20m** in the mandated sectors that the IDC funds.
- Cater for the origination and structuring of non-complex debt transactions up to R20 million.

Key Objectives

The key objective of SBF&R is to support entrepreneurs who seek to invest in industrial capacity development and job creation within the Small and Medium Enterprises (SME) sector as well as developing and growing regional economies by:

- Deepen industrial development in the SME sector.
- Growing the IDC's regional portfolio.
- Promote sustainable industrial development and economic inclusion in SA by facilitating access to finance to SMEs

Addressing SME Market Failures

- **High barriers to entry and industry concentration** SA has a legacy of high industry concentration due to the upfront fixed investment required to be economically viable.
- Lack of access to supply chains and distribution channels Black-owned SMEs struggle to access meaningful opportunities in corporate supply chains and distribution channels to scale their businesses.
- **Commercial credit rationing for start-ups** start-ups struggle to get funding from the commercial financial sector due to the difficulty of assessing viability. DFIs play mainly in this space.

Regional Infrastructur e & Resources

- Regional presence across all 9 provinces.
- Proximity advantage to clients.
- Coordinate and manage stakeholder initiatives and relationships within the provinces.
- Adequate dealmaking skills to service small business segment.



What SBF&R Solves For – Factors Affecting SMEs

SMEs are disproportionately affected by the current **energy and logistical constraints**, whilst many have their own internal challenges requiring **nurturing and handholding** to the point where they are finance ready.

External Environment

Energy constraints

Many SMEs have not yet achieved energy resilience to mitigate loadshedding. Typical solutions such as standby generators are expensive due to the cost of diesel especially during higher stages of loadshedding.

Logistics constraints

SMEs also face logistics constraints especially when procuring imported raw materials and machinery, as well as exporting finished goods. Logistics costs have also skyrocketed.

Weak economic recovery

The economic recovery remains muted with stubbornly high inflation and interest rates undermining investment and capital formation, which impacts SMES significantly more.

Grant funding not accessible for all sectors
 There is not sufficient grant funding opportunities targeted at SMEs that could be utilised to boost equity for historically disadvantaged entrepreneurs.

SME Challenges

Access to markets

Many SMEs struggle to access markets, that would allow them to scale their businesses over time to become self-sufficient. This could be due to high entry barriers, lack of track record or not having the right value proposition for the market.

Low or no contribution

Historically disadvantaged SMEs have low or no contribution and generally also lack sufficient collateral. This makes it difficult to meet even IDC's reasonable structure ratio of 17.5%.

Weak balance sheets

Most SMEs are over-indebted or under the water with weak balance sheets eroded by the weak economic environment.

SMEs need nurturing and handholding

Most SMEs require significant handholding before they can be considered ready to proceed to the full credit assessment stage.

Unreliable financial information

SMEs submit unreliable financial information, which requires restatement and extends the credit assessment period or in some instances renders the business un-fundable.



How We Solve For It....

Seek to deepen the work done in the past 36 months by the Small Business Finance and Regions unit through the following initiatives:

Operational

Mandate -constantly reviewing our mandate with an eye for high-impact opportunities.

Partnerships

Cultivating more strategic partnerships to unlock even more opportunities through our SME-Connect programme.

Efficiencies

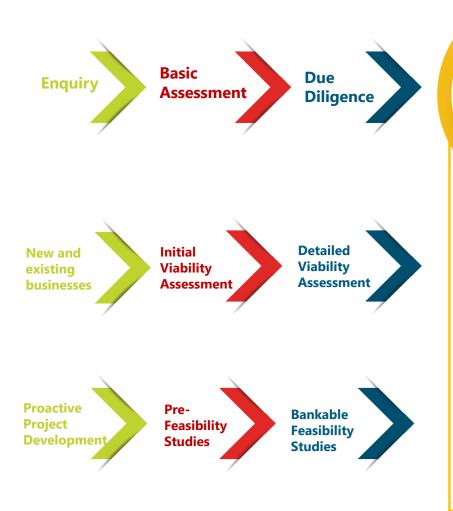
Continued streamlining of our services to clients by employing fit for purpose digitization in our processes

Resources

skills within the team to ensure that the level of expertise is up to date. Pooling of resources to ensure good customer experience through timeous assessment of applications as well as transfer of skills.



Deal And Project Development Process



Credit Committe e Decision

Decision based on detailed assessment of business case, sustainability and development impact based on:

- Development outcomes
- Market for products/services
- Technical viability and competitiveness
- Financial viability
- Management
- Legal
- Environmental impact
- Any other issue considered relevant by the Committee.

Signing of Legal Agreements Clearing of All Drawdown Conditions Funds Disbursement

Postinvestment Monitoring

Drafting, Review and signing of legal agreements by client and IDC.



Clearing of all conditions precedent (CPs) and drawdown conditions stipulated in the legal agreements.



First
disbursement
of funds based
on client
drawdown
request and/or
project
milestones.



Subsequent disbursement, account performance monitoring and additional funding facilities.



How to apply....

Key Business Plan Features...



OVERVIEW OF THE BUSINESS - business background, start-up year, core operating activities, etc. In the case of an acquisition, background information to be split between the target company and the acquiring company;



FINANCIALS – five years of <u>realistic</u> financial projections. In case of acquisition, audited historical financials of target company and latest management accounts;



SHAREHOLDING – ownership structure, i.e. Shareholder's details and % ownership;



FUNDING NEED - total funding required from IDC, including breakdown of the funding required – how the funding will be utilised (i.e. working capital, plant and equipment, acquisition, etc.);



MARKETING - properly explain the sales/revenue, marketing and distribution strategies; details of contracts/letters of intent or off-take agreements, including value thereof and tenure;

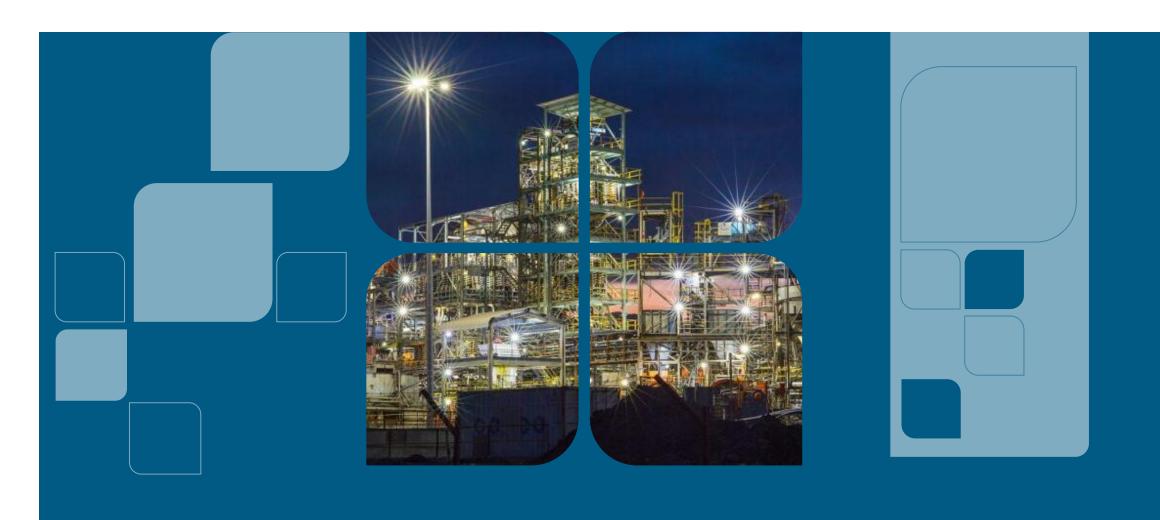


TECHNICAL – indicate equipment required (quotations, invoices, etc.); premises (leased/owned); production process, jobs/number of staff, etc. Details raw materials and suppliers, etc.



MANAGEMENT - who is on the management team - brief CV's of key operations team; key industry expertise/experience.





THE SME-CONNECT PROGRAMME



SME-Connect

WHY?

Expand and deepen industrial development in the small industrial business segment.

HOW?

Leverage Corporate ESDprogrammes to contribute to greater efficiency and impact in the SME development ecosystem.

Identification & engagement of Opportunity Providers and ecosystem stakeholders

Cultivating a quality pipeline of SME applications or initiatives from ecosystem partnerships

Supporting and developing SME within the pipeline to enhance their investment readiness

Presenting qualifying SME applications to IDC SBU pipelines and support DD teams



SME-CONNECT

Access to Markets:

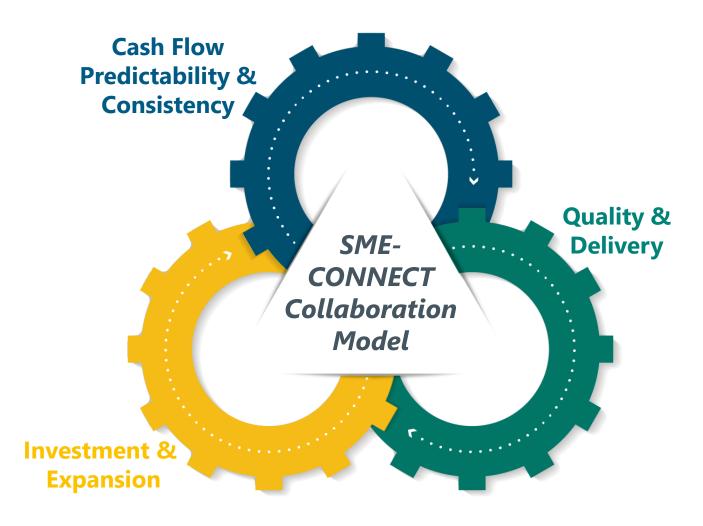
Collaborate with **influential firms and SOEs** to facilitate access to high buyer commitment markets to ensure cash flow predictability and consistency.

Access to Finance:

- Fund Management ability.
- Collaborate with **funders, financiers and ESD initiatives** to deliver appropriate and timely finance aligned to the investment and expansion needs of SMEs.

Business Development Support:

- Compliance Support; and,
- Technical Support. Collaborate with supporting technical institutions and experts to provide focused business and technical support aimed at delivering customer value and building market share.











Success factors for entrepreneurs in South Africa

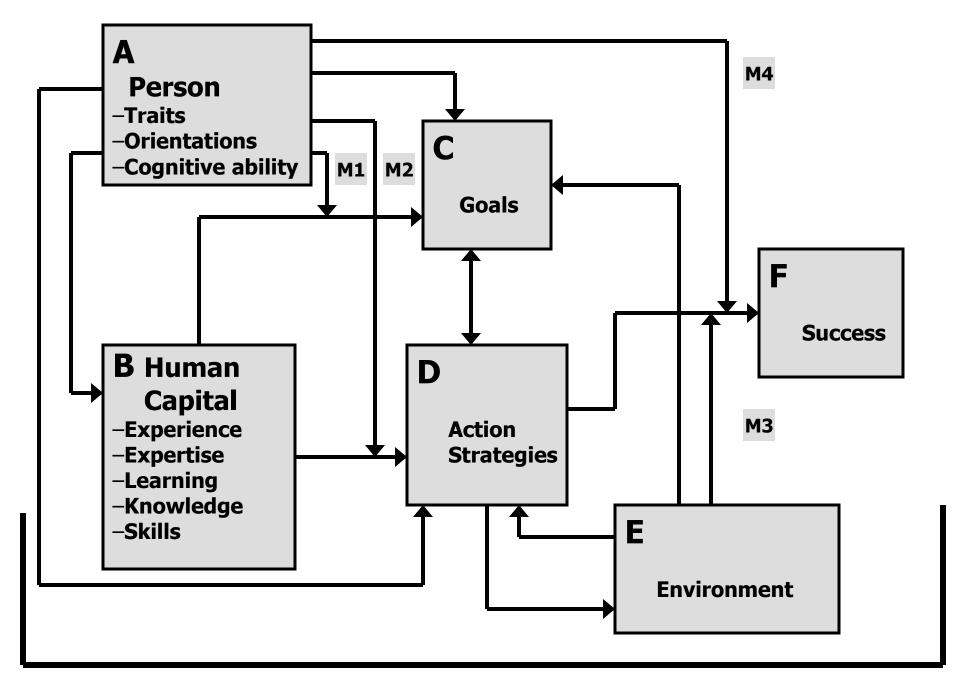


Sol Plaatje University
Prof Christian Friedrich

Success factors for entrepreneurs in South Africa Evidence-based entrepreneurship Prof. Dr. Christian Friedrich University of Applied Sciences, Giessen, Germany and SPU Kimberley

"There are three types of people in the world: Those who make things happen, those who watch things happen, and those who wonder what happend".

M. K. Ash



Entrepreneurial Orientation (EO)

- Innovativeness
- Risk taking
- Autonomy
- Competitive aggressiveness
- Learning Orientation
- Achievement Orientation
- Personal Initiative

Meta- Analysis Sample (Rauch et al)

- Number of studies 53, N= 14259
- Non financial performance assessment: 17 studies, N= 7069

Meta- Analysis Results EO-Performance Relationship

- Whole sample: Corrected r= .242**,
- N= 14259

- Small businesses: Corrected r=.345**
- Medium businesses: Corrected r= .198**
- Large businesses: Corrected r=.240**

Meta- Analysis Results EO-Performance Relationship

- Whole sample: N=14259, corrected
- r= .242**

- EO of high tech businesses: Corrected
 r=.396**
- EO for non high tech businesses: Corrected
 r=.231**

Results Entrepreneurial Orientation

Variable and Scales	
1. Learning orientation	.47**
2. Achievement orientation	.49**
3. Autonomy orientation	.32**
4. Competitive Aggressiveness	.40**
5. Innovative orientation	.44**
6. Risk-taking orientation	.40**
7. Personal initiative ^a	.61**

Entrepreneurial orientation has been shown to be highly and relatively consistetly related to organizational success

Training model for EO

TRAINING

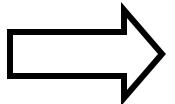
Planning

Goal setting

Personal Initiative

Innovation

Time Management

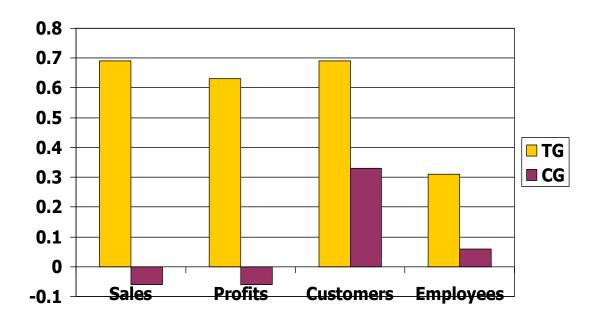


SUCCESS

Experimental Design

	T1	Intervention	T2	Т3	T4
Training Group		Small business owners			
Control Group					

Results Training SA



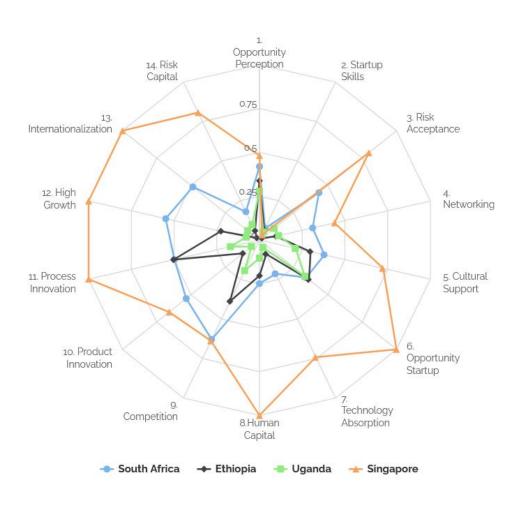
What can be done to improve and increase PI on firm level

- People in our firm actively attack problems
- Whenever something goes wrong, people in our company search for a solution at once
- Employees in our firm take initiative immediately-more often than in other companies
- Employees use opportunities quickly in order to attain goals
- Whenever there is a chance to get actively involved, people in our company do it

What can be done to improve and increase PI on firm level

- Create a culture where PI is supported
- Create an error management where errors are not punished
- Set clear goals
- Delegate tasks or problems in its entirety, avoid a too narrow scope of action
- Start training and coaching of PI in your company

GEDI



Thank you

chrfriedrich@web.de



Eskom procurement- SMME Capacitation & Opportunities



Snr Manager: SDL&I

Mr Thanduxolo Matshaya

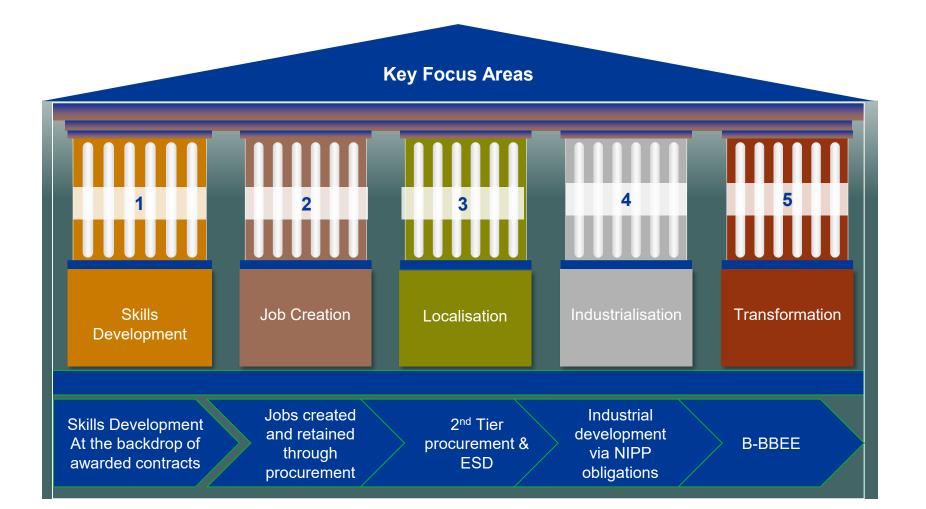




SDL&I's mandate and the underpinning five key pillars



To achieve maximum and sustainable local development impact through leveraging Eskom's procurement spend in a manner that allows flexibility within the business in order to accommodate government local development initiatives and policies



Governance considerations



- Tenders are still advertised on the Eskom Tender Bulletin (www.eskom.co.za and tenderbulletin.ntcsa.co.za) for all procurement above RIMillion as well as National Treasury E-Tender website as well as CIDB website (for construction tenders).
- It is not a pre-condition that suppliers be registered on the Eskom vendor Database for them to tender
- Tenders MUST conform to all mandatory requirements for them to qualify for evaluation.
- It is forbidden to bring into the evaluation additional documents that were missed when tender was submitted.
- Tenders below R1 million go through an 'informal' tendering system where suppliers are directly invited by procurement practitioners to submit tenders.
- Legislation requires all tenderers to be of good standing with their tax affairs and other stipulated qualifications PRIOR to contracting with SOC's

Source: Eskom SAP

Generation Procurement Opportunities



Maintenance	 Sootblowers Boiler Dust Handling Plant HVAC Hydraulic Pneumatic Fans 	 Milling Plant Submerged Scrapper Conveyor Fuel Oil Burners Conveyor systems Control and Instrumentation Electrical systems
Supply and Delivery	CoalBoiler TubesMV / LV switchgearsValves and ActuatorsMotors	 Transformers Bolt and Nuts Gaskets, Seals, O-Rings and Packings Bearings Fabric Filters
Services	Office CleaningIndustrial CleaningHome-Work TransportationCatering	NDT ServicesScaffoldingSecurity ServicesHorticulture
Refurbishment	PumpsValvesMotorsTransformers	GearboxesElectrostatic Precipitators

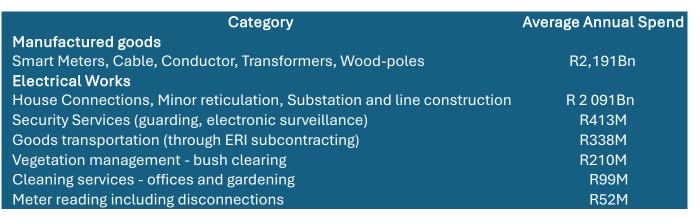
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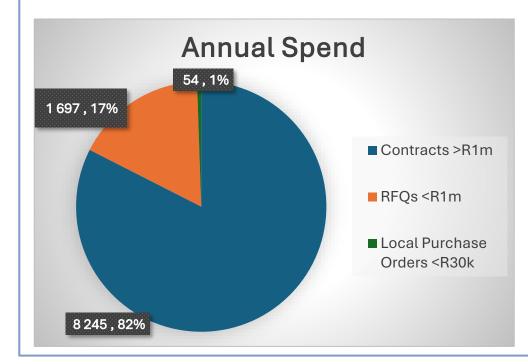
Distribution Procurement Opportunities

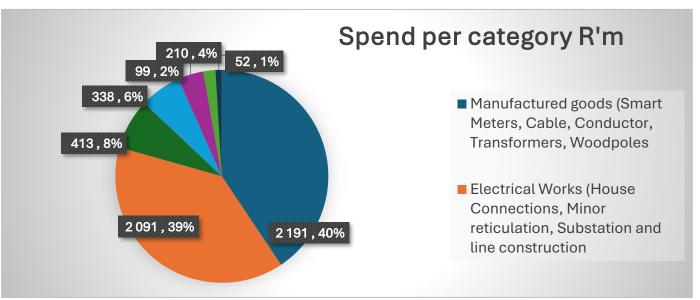


High Level Summary

Distribution Spend Categories	Annual Value (R'm)
Contracts >R1m	R8 245Bn
RFQs <r1m< td=""><td>R1,697Bn</td></r1m<>	R1,697Bn
Local Purchase Orders <r30k< td=""><td>R54m</td></r30k<>	R54m
Total Annual Spend	R9,996Bn







GCD Procurement Opportunities



Majuba Power Station



Construction of Ash Dump Facility

Kendal Power Station



Dust and Noise

Monitoring

Kusile Power Station



Ash Dump Facility – Wetlands

Rehabilitation & offset

Source: Eskom SAP

ERI Procurement Opportunities



Construction Services offers both civil and electrical construction in projects associated with power generation allowing delivery of energy efficient installations, power line, substation, cabling and switchgear and electrification services.

Services involve:

- Specialised mixed civil construction
- Construction related bulk material handling
- Substation construction
- Cabling management and installation
- Power line construction
- Electrification projects
- Microgrid manufacturing and installation



ERI Procurement Opportunities





Logistics Services offers road transport, material handling and consolidation, warehousing, full scope waste management including the removal of both general and hazardous waste, road logistics services, as well as the haulage of all heavy and abnormal sized equipment.

Operations comprise of:

- Transport services (I kg to 500 ton)
- Waste management services
- Material handling and consolidation
- Clearing and forwarding
- ERI white fleet management

ERI Procurement Opportunities



Turbo Gen Services is able to refurbish large power generation turbines, generators and related components, with a special focus on the maintenance engineering of the turbine and the generator island.

Services provided consist of:

- Turbine and generator refurbishment
- Engineering solutions
- Condition monitoring
- First line maintenance
- Clean Conditions and Foreign Material Exclusion







Thank You







Provincial Manager SEDFA
Ms K. Williams





PRESENTATION

NORTHERN CAPE ESKOM BUSINESS CONNECT PROGRAM

BY: K WILLIAMS

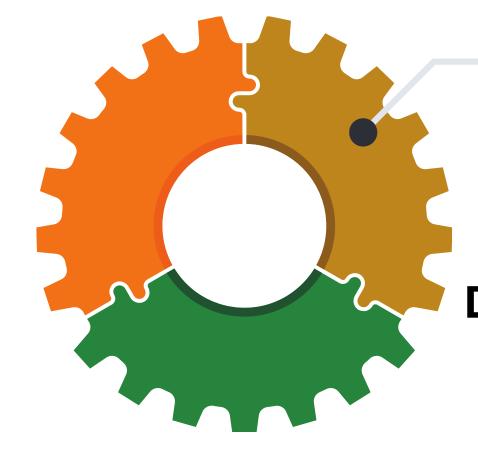
22 OCTOBER 2025

Strategic Pillars

Vision **Empowering South Africa's small enterprises for** inclusive growth, transformation and sustainable employment. 1. Promote and 4. Accelerate 3. Facilitate 2. Facilitate Coordinate the Sustainable Access to Access to Small Small Growth. **Business Enterprise Enterprise** Innovation and Development Finance Core **Ecosystem** Competitiveness Support **Business** (Ecosystem partners, CBIs and capable service providers) Pre-investment | Investment | Post-investment Incubators, Digital Hubs and Accelerators Developmental -----> Commercial Enabler 5. Build a Future-fit and Sustainable Development and Finance Agency To promote and coordinate South Africa's small enterprise development ecosystem, facilitate access to financial and non-financial support, develop co-operative banking institutions, and strengthen the Mission capacity of intermediaries to provide quality support to small enterprises







FINANCIAL SUPPORT DIRECT LENDING INSTRUMENTS



- 1. **Asset Finance & Term Loans** For purchasing equipment, expanding operations, or other long-term needs.
- **2. Bridging Loans & Revolving Credit** Short-term solutions to help manage cash flow and financial gaps.
- **3. Sector-Specific Funds** Special funding streams tailored for priority sectors and communities.
 - ✓ **Township and Rural Entrepreneurship Programme** (TREP) Supports informal, micro and small enterprises and cooperatives in the rural and township economies, providing blended finance and business development support to various sectors with a view of promoting their participation in the mainstream economy.
 - ✓ Youth Challenge Fund (YCF) Targeting entrepreneurs aged between 18 to 35, the programme aims to foster job creation and economic participation through direct financial support.

- ✓ **Amavulandlela Funding Scheme** Offers South African persons living with disabilities an opportunity to enter the mainstream economy by accessing credit facilities ranging from R50 000 to a maximum of R15-million to build qualifying entrepreneurial enterprises.
- ✓ **Small Enterprise Manufacturing Support Fund** Targeted at growing townships, rural towns and villages' economies, by providing support to small-scale manufacturers.
- 4. **Wholesale Lending** Provide facilities (debt/equity) to intermediaries, joint venture, partnerships (Specialised Funds) and other collaborative relationships to extend Sedfa's reach of making funding available to small businesses across South Africa.
- ✓ Blended Finance Solutions Combining grants and loans to reduce funding risk and improve access.
- ✓ Credit Guarantee Scheme Enabling more businesses to qualify for finance by reducing lender risk.



- **5. Cooperative Banking -** We support Cooperative Banking Institutions (CBIs) and Cooperative Financial Institutions (CFIs) by helping them grow and improve through:
- ✓ Cooperative Banking Promotion & Advancement
- ✓ Training & Technical Support
- ✓ Financial Support
- ✓ Cooperative Banking Advancement Services
- ✓ Business Development



6. Co-Operative Development Support Programme (CSDP)

- ☐ The Co-Operative Development Support Programme (CDSP) is a programme of the Department of Small Business Development.
- ☐ Designed to support co-operative enterprises financially and non-financially in partnership with other key strategic stakeholders.
- ☐ The CDSP programme offers blended financing to eligible co-operatives on a cost-sharing funding of a combination of a grant and loan.
- ☐ The grant funding portion of funding is capped at R2.5 million towards qualifying activities.
- ☐ The grant support is available for machinery, equipment, infrastructure, commercial vehicles and business development support necessary to grow co-operative enterprises to ensure that the co-operative enterprise develop to be more sustainable and competitive.



7. Asset Assist Programme (ASP)

- ☐ This programme is aimed at supporting SMMEs and Cooperatives with equipment that will enable them to start their businesses or to increase their production capacity.
- ☐ The programme does not make provision for raw material without equipment.
- ☐ Procurement is restricted to machinery, equipment and acquisition of raw material up to 15% of equipment value/ total amount applied for. The program does not make provision for raw.
- ☐ The facility is capped at R 250 000 per MSME.



Eligibility Criteria

- □ Natural Persons: Applicants must be South African citizen, with valid South African identity document; a. Naturalised South Africans as defined in terms of BBBEE Act no 53 of 2003; SEDFA may set additional preference eligibility criteria in line with government policy interventions
- □ Juristic Persons: **legally constituted** including sole traders with a fixed physical address,
 Partnerships, Cooperatives, Non-Profit Organisations that function as social enterprises, Close
 Corporations, Private Companies (PTY LTD) and Public Companies (LTD)
- □ The financed operations must be conducted **within the borders of South Africa**, and the controlling interest (100%) of the business enterprise must be held by a South African citizen with a valid South African identity document
- ☐ The applicant shall ensure that the business maintains a **staff compliment consisting of at least**

95% South African citizens with a valid South African identity document throughout the duration of the loan tenure

Eligibility Criteria

- ☐ At least one member/shareholder should be operationally involved in the business
- ☐ The project must demonstrate ability to generate the level of **development impact** as stated in the **SEDFA** Corporate Plan such as **job maintenance and or creation and economic empowerment**
- ☐ The business should be sustainable and commercially viable with specific reference to **loan** repay-ability
- ☐ For Direct lending Loan facilities qualifying criteria will be > or = to 51% black ownership
- ☐ Risk taking by the entrepreneur which can be reflected in own financial contribution, equity and personal sureties



Exclusions

□Shareholder initiated exclusions, or business whose trade or operations may prejudice the reputation and good standing of SEDFA
□ Speculative real estate
□ Speculative trading and hedging
□ Political parties or organisations
□ People under debt review, or unrehabilitated insolvents, as well as businesses under business rescue or liquidation
☐ Business relationships and transactions with entities and individuals that contravene, in any way, the provisions of relevant legislation
☐ Entities/individuals whose primary business involves arms and ammunitions related transactions
□ Entities/individuals involved with child labour
☐ Transactions that do not contribute positively to development impact , or ventures inconsistent with the mandate of SEDFA



Exclusions

- □ Entities operating in **morally reprehensible sectors** as defined by the Department of Trade Industry and Competition
 □ Entities involved in **labour broking activities**
- ☐ Business relationships/transactions that transgress tax, accounting, regulatory requirements and environmental legislation
- ☐ Entities where a **SEDFA** employee or Board member has a financial interest
- ☐ Individuals and entities listed on SEDFA and IDC as well as other DFI's Delinquency register; and National Treasury Supplier restricted database
- □ Entities where immediate family members of a **SEDFA** employee including a seconded employee and a Board member, which includes life partners, parents and children
- ☐ Acquisition of **loss-making businesses** without prospects of financial sustainability



Application Checklist

Affordability testing

- 1. Cash flow projections
- 2. Loan Breakdown
- 3. Supporting quotations (with contact person and banking details of supplier)
- 4. Personal Income and Expenditure Schedule and Assets & Liability Statement
- 5. Proof of own contribution and source (if applicable)
- 6. If a judgment, notice, default is issued against the applicant, a letter or document to prove that arrangements are made to settle the
- 7. account or proof that the account is settled must be provided
- 8. Historic Financial statements (not less than 3 years if applicable)
- 9. Up to date Management Accounts (if applicable)
- 10. Debtors Age Analysis (if applicable)
- 11. Creditors Age Analysis (if applicable)
- 12. Six months latest bank statement (personal and business)
- 13. Lease agreement (if applicable)
- 14. Franchise Agreement (if applicable
- 15. Project plan and projections (contract financing)
- 16. Copy of Contract or Order

Know your client (FICA)

- 1. Certified copy of ID and that of Spouse (if married In Community of Property [ICOP])
- 2. Marriage certificate (where applicable)
- 3. Proof of residence utility bill / sworn affidavit (not older than 3 months)



Application Checklist...cont

Capacity to deliver

- 1. Short CV of the members/directors/ shareholders/ trustees, etc.
- 2. Completion certificate for previous work done (for construction projects only)
- 3. Funding template or Company Profile (TREP)

Commitment

1. Surety Form (where applicable) – we don't require tangible security as we are a cashflow lender (risk capital)

Compliance

- 1. Valid Tax Clearance Certificate
- 2. Company Registration Documents e.g. CK2, Company Profile
- 3. Proof of CIPC/CIPRO annual fees
- 4. Member's resolution to apply (if applicable)



Application Checklist...cont





CONTACT US





☐ Lending & Investments – helpline@SEDFA.org.za



☐ Lending & Investments – https://www.SEDFA.org.za

☐ SEDFA – https://www.sedfa.org.za [work in progress]

Small Enterprise Development & Finance Agency – Sedfa



@Sedfa_dsbd

@Sedfa_dsbd

@Ocara_assa

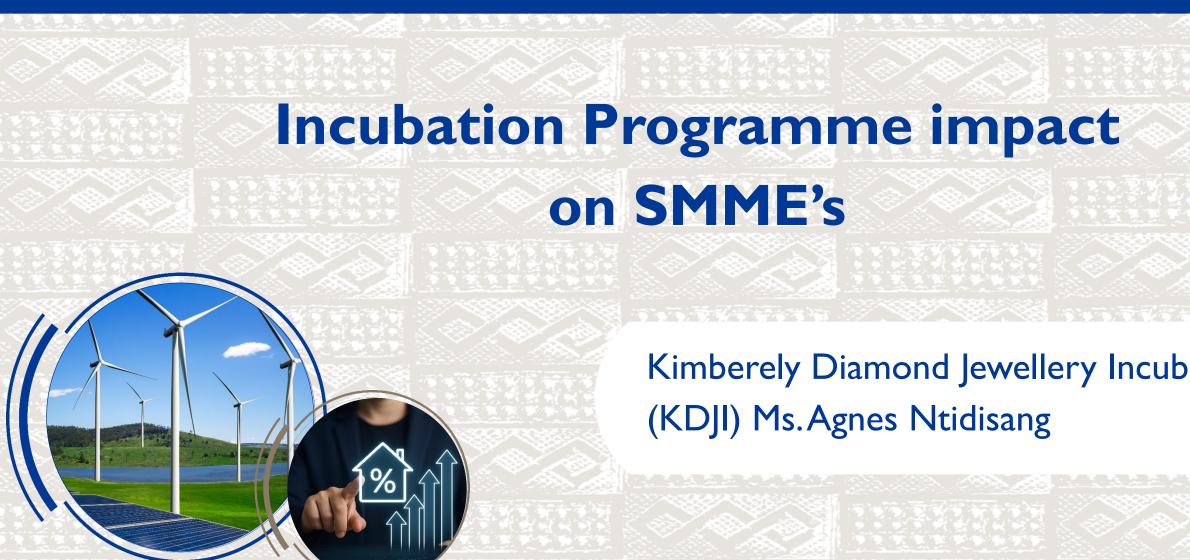




DANKIE KEALEBOGA S NGIYABONGA PNDIYABULELA INKOMU NDI KHOU LIVHUHA THANK YOU







In partnership with G20 SOUTH AFRICA 2025

Kimberely Diamond Jewellery Incubator



The Impact of the KDJI Incubation Programme on SMMEs Empowering SMMEs Through Incubation and Global Expansion.



Presented by Mrs A. Ntidisang

1. About KDJI

- Established in 2013, Registered as an NPC in 2015.
- Located at the Kimberley Diamond Jewellery Centre in Kimberley, Northern Cape.
- One of the primary incubators in the Southern
 Hemisphere that focuses on diamond beneficiation and
 trains local entrepreneurs in the diamond processing.
- Dedicated to nurturing entrepreneurs through incubation, training, and market access.

2. How business incubator operate



 The business incubator is to increase the successful development of emerging businesses in sectors that are supported by a region's unique area of opportunity. Ideally, businesses that graduate from an incubator move out into the community and contribute to the overall vitality, diversity, and growth of the area economy.

STAKEHOLDER













3. The Role of the Incubation Program



- Bridges the gap between raw talent and marketready entrepreneurship.
- Provides shared access to advanced machinery and workspaces.
- Offers mentorship, business development, and technical training.
- Enhances competitiveness through innovation, quality control, and branding.



4.Impact of Incubation on SMMEs



- Over 35 active SMMEs supported through the programme.
- Increased participation of youth and women in the diamond value chain.
- Access to both local and international markets for trained jewellers
- Encourages sustainability through continuous mentorship and networking.



Absa mentorship programme

 The ABSA Mentorship Programme forms part of KDJI's broader incubation support system, providing strategic business guidance and financial literacy training to SMMEs in the diamond and jewellery sector.





5. Eskom Foundation's Partnership



- Eskom's Foundation has provided funding support for
- KDJI's expansion efforts.
- This partnership amplifies the reach and impact of the incubation programme.
- Enables access to modern equipment, training tools, and export opportunities.
- Contributes to Eskom's vision of enterprise development and community upliftment.





- A key initiative emerging from the incubation programme.
- Aims to give SMMEs international market exposure through export opportunities.
- Promotes "Diamonds of South Africa"- ethically sourced, locally crafted luxury jewellery.
- Provides real-world business growth pathways for incubates.



7. How Eskom's Support Drives Impact



- Technology: Upgrades tools for precision cutting and jewellery manufacturing.
- Training: Enhances artisan skills for global standards.
- Market Access: Enables SMMEs to participate in global exhibitions and online platforms.
- Sustainability: Creates long-term income and reinvestment opportunities.

8. Outcomes of the incubation programme

- SMMEs evolve into self-sufficient enterprise.
- Growth in provincial beneficiation and job creation.
- Export ready artisans contribute to global trade.
- Promotes Northern Cape as a hub for ethical diamond manufacturing.

9. Broader socio-economic Impact

- Strengthens local value chains and economic inclusion.
- Foster youth entrepreneurship and skills transfer.
- Aligns with national development goals for SMMEs empowerment.
- Builds sustainable communities through enterprise growth.

10. Conclusion

Testimonials



THANK YOU!





Research and Innovation projects and their impact on SMMEs



Eskom Research, Testing & Development: Ms Kgaugelo Sokhulu

Research Testing & Development Functional Areas

Supporting the Eskom Mandate



Research, Testing and **Development Mandate**

"To provide energy research, development & evaluation of technologies & products, specialized testing and analytical services, & specialized consulting & training services for the benefit of Eskom & South Africa"

Operational Support - Research Work

Research, Pilot & Demonstrate Technologies to support Gx, Tx, and Dx with current challenges & future model (proven technologies).



Operational Support -Consulting & Training

Specialised Consulting & Training Services to Gx, Tx and Dx to deal with current challenges and future positioning



Operational Support -Testing & Analytical

Specialised Testing & Analytical Services and Sustainable Energy Research Services



Intellectual Property

Knowledge Management, development and Incubation of Innovation, IPMO.



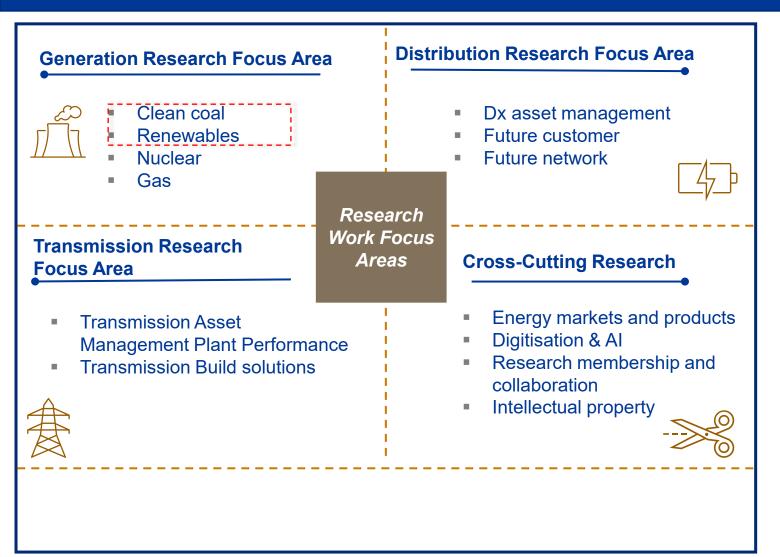
Eskom Mandate

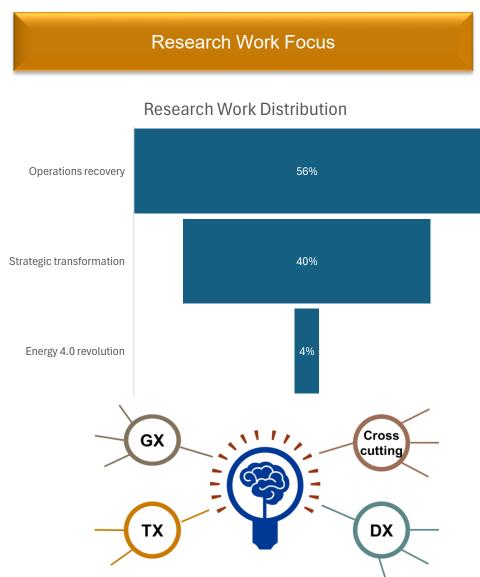
To provide electricity in an efficient and sustainable manner, including its generation, transmission, distribution and sales



Strategic Alignment: RT&D's Research Focus Areas for Eskom's Business Units and Subsidiaries





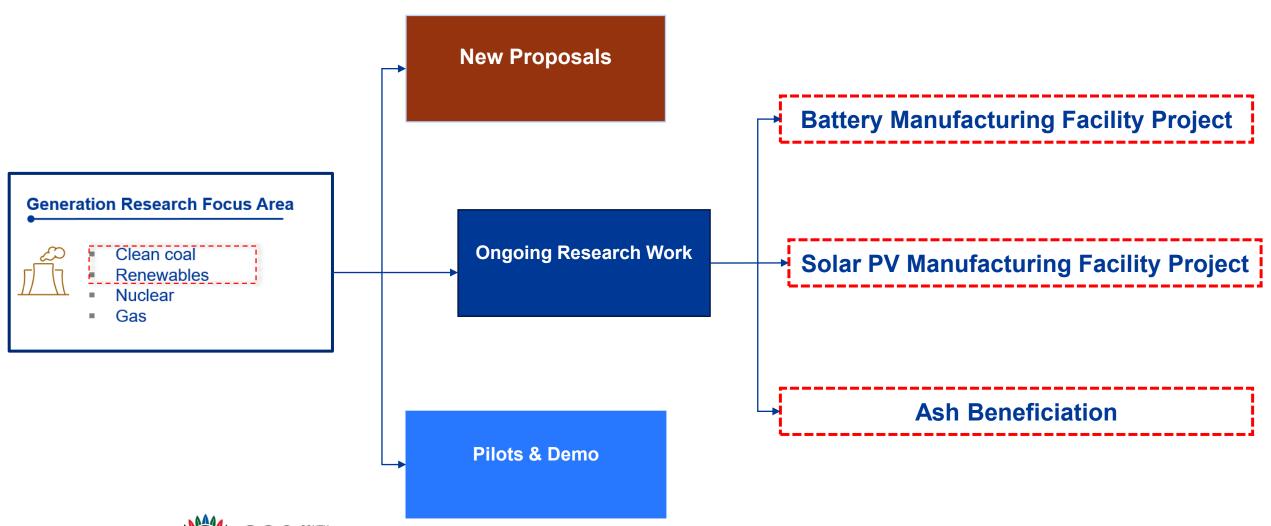


RT&D's Strategic Pivot: Accelerating Research in Renewable Energy



In partnership with









Battery and Solar Manufacturing Projects

"From Minerals to Megawatts: Energising a Just Transition"



The Strategic Imperative - Igniting South Africa's Potential through Battery and Solar PV Manufacturing Localisation



- The global energy landscape is undergoing a **profound transformation**, driven by the urgent need for **decarbonisation**, enhanced energy security, and the integration of variable renewable energy sources.
- Eskom recognizes the pivotal role of PV technology in South Africa's energy future. The Battery and Solar PV Manufacturing Projects are strategic initiatives aimed at developing and fostering a local manufacturing and industrialisation ecosystem.



Raw Material Sourcing & Processing: The extraction and refining of critical minerals like lithium, cobalt, nickel, manganese, silicon, aluminium,



System Integration: Battery packs and solar panels are combined with inverters, control systems, switchgear, and other Balance of Plant components.



Cell Manufacturing: Raw materials are converted into individual battery and PV cells



Deployment, Operations & Maintenance (O&M): Physical installation, commissioning, ongoing operation, monitoring, and maintenance.



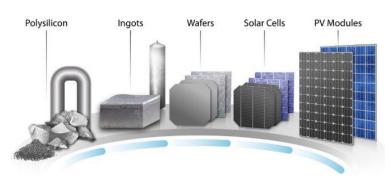
Module and Pack Assembly: Individual cells are grouped and interconnected to form modules.



Second-Life & Recycling (Circular Economy): Second-life or recover valuable materials for reuse.

Crystalline silicon (c-Si) PV Manufacturing Facility Value chain





Quartz Mining &
Beneficiation:
Extraction of high-purity
quartz
>98% SiO₂ (5-6kt/GW)

Abundant quartz reserves (NC/ Mpumalanga/Limpopo) Polysilicon Refining: Chemical purification of MG-Si into solar-grade polysilicon. 9N-11N (3kt/GW) polysilicon

No domestic capacity, global market dominated by China

100-120kWh/kg

Ingot Production:
polysilicon into Casting
ingots, slicing into
wafers.
9N-11N
(2.5kt/GM) 35-40% kerf
loss

Module Assembly: Integration of cells into finished PV modules. 2 Assembly plants in SA (600MW/year) 0.5-0.6kWh/W

No domestic capacity in South Africa

BOS Components all imported in SA — Aluminium Frame — Tempered Glass — Encapsulant — Solar cells — Encapsulant — Back sheet /Back glass — Junction Box

Metallurgical Grade Silicon

Smelting quartz into MG-Si using carbon (coal/biomass) 98-99%Si (4kt/GW)

MG-Si plants exist in South Africa



Crystalline Silicon Module Production
Ingot Production

PV Module

Wafer Slicing

Solar Cell Conversion

There is a need to develop local manufacturing and Supplier ecosystem

Cell manufacturing: Fabrication of PV cells using wafers (doped and layered)
Silver (15-20t/GW)>99.9% purity



Unpacking the Opportunities – Tangible Pathways for SMME Success in the Battery and Solar PV Manufacturing Sector



Battery and Solar PV Manufacturing Key Features



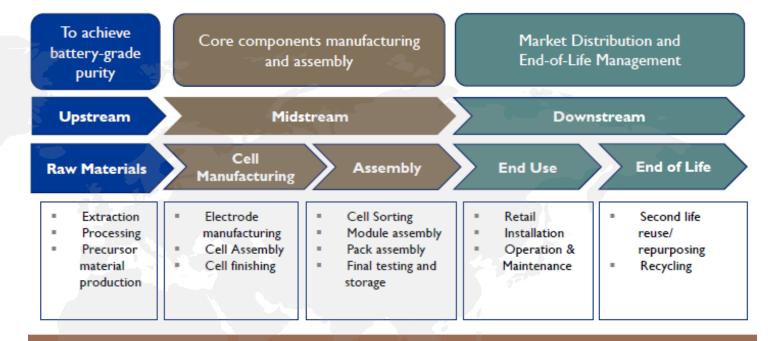
New Market Creation

New, high-value manufacturing and service opportunities specifically accessible to SMMEs.



Value Chain Integration

Integrate SMMEs across the entire lifecycle, from component production to deployment and maintenance.





Capacity & Capability Building

SMME development through technology transfer, skills enhancement, and quality assurance frameworks.

Value Chain Participation & Service Ecosystem Growth

- Logistics, transportation, and warehousing of components and finished goods.
- Maintenance and aftermarket services.
- Second-life applications and recycling initiatives.
- Community Infrastructure improvements and social programs
- Partnerships with TVET colleges for targeted skills training.







Clean Coal: Ash Beneficiation Projects

"Ash Reimagined: Building the Next Generation of Materials"







Ash Research Projects: Coal Combustion By-Products



Use of coal ash for road construction will reduce environmental impact and investment in ash dams while addressing SA infrastructure needs.

> **Ash Beneficiation – Ash Roads**

Development of a >60% ash-based brick and meeting building standards.

High Content Ash Bricks

Mitigation of acid mine drainage and filling of mine voids with ash.

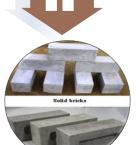
Mine Backfilling

















Ash based poles and shotcrete material

Development of structures efficiently and utilizing ash material.



Potential value and extraction of REEs.

Coal Combustible Products: Realising the Value of Ash Through Strategic Partnerships



Ash Beneficiation Strategic Objectives

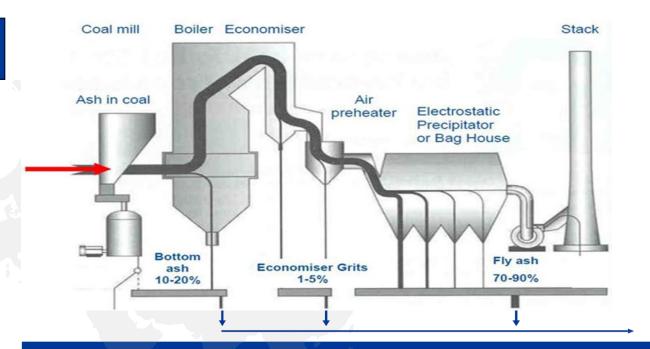


Key Market for Ash Products

- Construction industry (bricks, tiles, concrete).
- Civil engineering (roads, embankments)
- Agriculture (soil amendment)
- Export potential to countries needing pozzolanic materials



The initiative mitigates environmental risks and supports sustainability through safer ash management and circular economy practices



Opportunities for SMMES

- Partnering with existing off takers as distributors or processors in the ash value chain.
- Apply for upcoming off take opportunities.
- Engage the RT&D team for support and guidance on participation.

SMMEs Participation & Service Delivery

- Enable SMMEs to reduce costs in the construction and cement sectors through participation in ash beneficiation initiatives.
- Create long-term employment opportunities for SMMEs in processing, handling, and logistics services.
- Support market development, product utilisation, and the formation of strategic industry partnerships.
- Provide technical assistance, including access to testing data and coordinated ash access and removal processes..



How to engage with RT&D?







Tender Process



<u>Tender and RFI Process</u> <u>https://tenderbulletin.eskom.co.za</u>

HardinR@eskom.co.za



RT&D Public RFI Process





RT&D Unsolicited Process









Thank you



Energy Transition impact on future skills



Eskom Senior Manager Human Resources: Ms Ntsoaki Radebe

Energy Transition impact on future skills



Just Energy Transition

I. Eskom JET Strategy

II. Impact on Skills



Ambitions and objectives | Eskom vision for a Just Energy Transition will create a more sustainable and equitable energy system



The JET is not just an environmental shift it's a skills and opportunity shift



Ambition: Deliver on the 5 Es required for a just energy transition–Energy, Economy, Employment, Equity, Environment

Just: Do better for people by creating jobs and opportunities

- Create new high-quality jobs and contribute to new industrial development
- Drive coal power stations 2nd life through socio-economic impact projects
- Reduce water usage and greenhouse gas emissions

Finergy: Ensure access to clean, sustainable energy

- Ensure equitable access to energy by unlocking new sources of energy
- Balance supply and demand with technology agnostic, least cost, low carbon energy portfolio
- Address energy security and quality of supply through additional energy measures where required

Transition: Ensure smooth, transparent transition

- Move gradually, but decisively, to a sustainable generation fleet for the future
- Execute JET initiatives independently of station shutdown dates
- Communicate progress on JET initiatives publicly

Enablers: Enabling a just energy transition

- Obtain and mobilise affordable finance to enable investments in JET projects
- Leverage collaboration to accelerate execution, catalyse growth and secure offtake agreements
- Expand and strengthen the national grid to support a clean energy based power system



Delivery | The strategy proposed by Eskom will deliver on the 5 Es required for a Just Energy Transition



Employment

Create **new high-quality jobs** through repowering and repurposing initiatives with focus on Mpumalanga

Economy

Contribute to the reindustrialisation of South Africa by providing sufficient clean generation and catalysing new renewable energy-based industries

Energy

Ensure equitable access to clean, sustainable energy by unlocking new energy sources and strengthening the national grid



Equity

Catalyse re-skilling of staff and communities to ensure an equitable transition through training centres and repurposing projects tailored to each community

Environment

Reduce **GHG emissions** and water consumption, contributing to South Africa's sustainability goals





Impact of the Just Energy Transition on Skills



Without proper planning, digital divides can widen- so access to technology, reskilling, upskilling, cross-skilling is an urgent need



1 Shift in Skills Demand

Just Energy Transition changes which skills are needed

- Declining demand: fossil extraction, traditional manufacturing
- Growing Demand: renewable energy, green skills
- Cross -sector transformation:
 adoption of cleaner
 technologies



2Green Skills
Development

Key Green Skills emerging from JET include:

- Renewable energy installation & maintenance
- Energy efficiency
- Waste Management & recycling technologies
- Environment compliance and carbon accounting



3 Digital and Technological Skills

Digital skills are critical in managing green systems:

- Data analytics for energy optimisation
- Smart grid management
- IoT and IA applications in energy systems
- GIS mapping for environmental planning



4 Transversal (Soft) Skills

Adaptable, transferable skills for green work include:

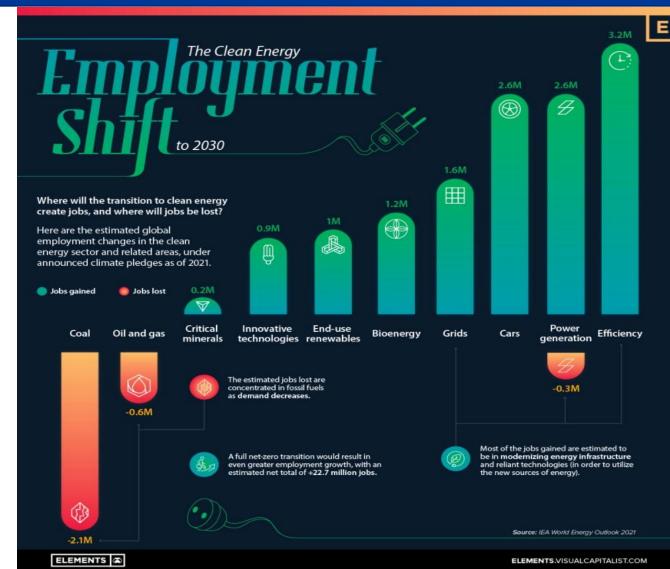
- Critical thinking
- Innovation and adaptability
- Collaboration and system thinking
- Leadership for sustainability transformation

How many jobs could the clean energy transition create?



- The transition to clean energy is expected to generate 10.3 million net new jobs globally by 2030.
- That will offset the 2.7 million jobs expected to be lost in fossil fuel sectors.
- Most of the anticipated job gains are likely to be in electrical efficiency, power generation and the automotive sector.

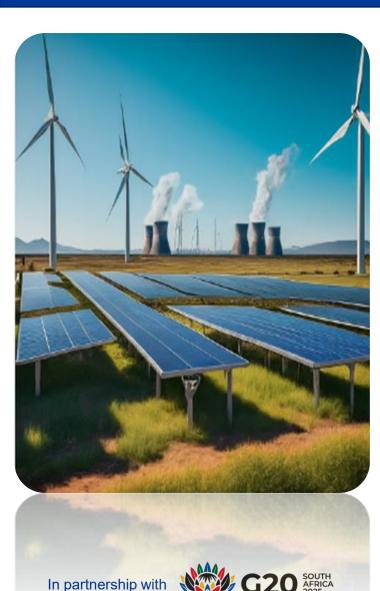
Clean Energy Jobs By Sector (to 2030)	Jobs Gained	Jobs Lost	Net Job Shift
Efficiency	3.2M	0	3.2M
Cars	2.6M	0	2.6M
Power generation	2.6M	-0.3M	2.3M
Grids	1.6M	0	1.6M
Bioenergy	1.2M	0	1.2M
End-use renewables	1M	0	1M
Innovative technologies	0.9M	0	0.9M
Critical minerals	0.2M	0	0.2M
Coal	0	-0.6M	-0.6M
Oil and gas	0	-2.1M	-2.1M
Total	13.3M	-3.0M	10.3M





How to identifying the critical skills required for your workforce to adapt to the evolving energy landscape?





A McKinsey study revealed that **87%** of companies globally are already experiencing a skills gap or anticipate one in the coming years. This gap represents a chasm between the skills employees currently possess and those required to drive businesses forward in an increasingly digital economy.

Upskilling & Reskilling of Staff

Evaluate and Identify

Detail current and future requirements

Identify Skills gaps

Develop Gap Closure Strategy

Train and Develop

What challenges exist when upskilling and reskilling the workforce?





Retaining talent

Employees
who gain new
skills may
become more
attractive to
other
employers
which increase
the risk of
increased
turnover.



Staying relevant

The continuous evolution in skills may make it difficult to identify which skills will be critical in the future.



Employee resistance

Employees may resist due to fear of change and insecurity about their ability to learn new skills.



Resource limitations

Upskilling and reskilling initiatives requires investment in training and development as well as balancing working and learning timelines.



Technology barriers

Comfortable with or have access to the digital platforms required for modern training. The fast pace of technological change can make it difficult to keep training programs up to date.



Return on Investment evaluation

Measuring the impact of upskilling and reskilling on performance and overall business outcome can be a challenge as the roles will not be readily available to employ newly learned skills.



How can we ensure we are aligned with the latest industry trends and technological innovations in the energy sector?





At a national level, the South Africa National Energy Association conducted work which looked at trends in the energy sector and developed with the primary objective to develop a comprehensive energy and related skills roadmap, identifying new skills and competencies that will be needed in the energy sector in the future because of the energy transition.

Going forward there is a need to:

- Conduct industry research to stay updated, follow trends and engage with experts in the training and development space.
- II. Collaborate with industry stakeholders and benchmark against companies already in the market.
- **III.** Review to ensure continuous improvement.

Where to from here.....



- Prepare yourself now global markets, investors, and policies are moving to low carbon economies do not declare yourself redundant – stay competitive
- II. Skills are the new currency upskilling, reskilling and cross skilling
- III. Opportunities are everywhere solar, wind, green hydrogen, battery storages, waste recycling, agriculture and so on
- IV. Adaptability beats size
- V. Collaborations
- VI. Finance follows green skills
- VII. Think long term









Thank you





Opportunities in the South African oil, gas, fuels and petrochemicals value chain



Petro SA: Mr Shawn Loretz



Business Connect Presentation

Opportunities in the South African oil, gas, fuels and petrochemical value chain.

Shawn Loretz – Sales Representative(Inland Region) shawn.loretz@petrosa.co.za

Outline and Content

□Commercial Business Overview and Functions
□Segmented Opportunities □Biofuels Approach □Natural Gas Supply □Liquid Petroleum Gas (LPG) □Lubricants □Diesel and Petrol
□Live Illustrations (PetroSA websites: <u>www.petrosa.co.za</u>)
□Supplier Registration □New Customer Registration

The Commercial Business Overview and Function



Commercially, the role is to focus as an entry point for potential customers, formulate collaborations with other entities especially government and SoEs.



Business development currently incubates new products such as LPG business, Aviation, Lubricants, biofuels and other specialty products.



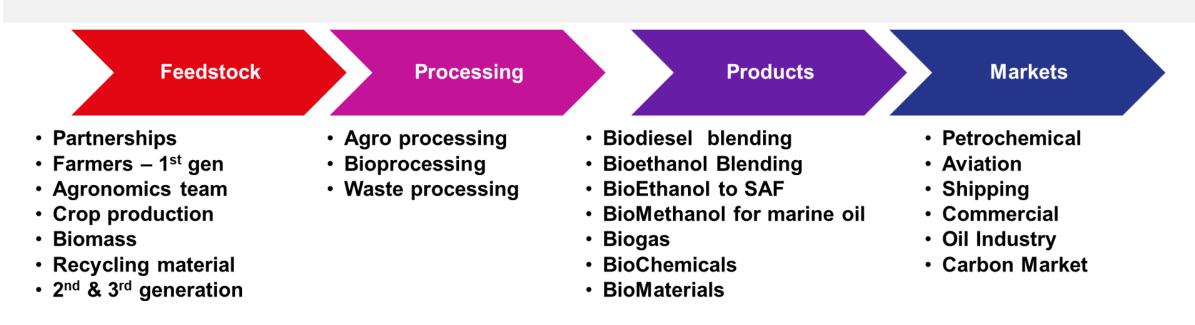
Margin management, revenue growth, optimal usage of PetroSA's existing infrastructure, new markets acquisition and new product rollout are the pillars to deliver the milestone in the immediate term.



SEGMENTED BUSINESS OPPORTUNITIES

BIOFUELS Opportunities

- Generic value chain existence on developing the Biofuels Business be a leader in South Africa in implementation
 of blending material in-line with soon to be promulgated Clean Fuels II (CF2) fuel specification targeted for
 September 2027
 - Mandatory blending of min 2% Bioethanol & min 5% Biodiesel
- Develop biofuels using partnerships and collaboration with relevant stakeholders like associated provincial and national government agencies, traditional leaders and participating bodies
- SMMEs / partners: opportunities for partnership in the biofuels value chain: from farmers for feedstock, logistic & storage, bioprocessing and waste processing plus spin-offs





Natural Gas Supply

Importation of 2 PetaJoules/annum gas from Pande/Temane in Mozambique via ROMPCO pipeline to Secunda and supply potential off-takers in South Africa



Gas Supply

❖Completed to-date

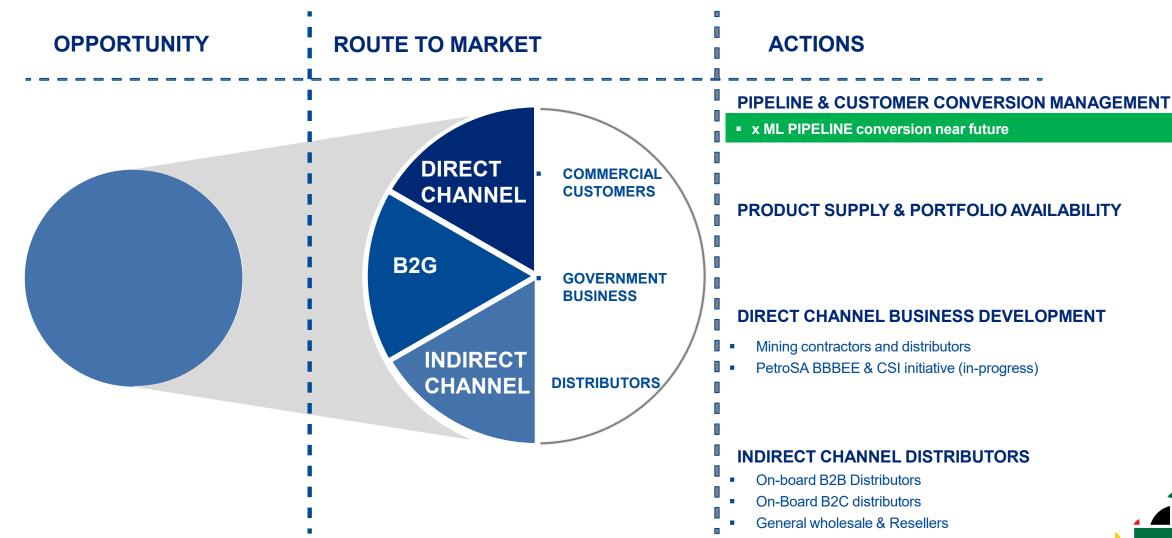
- ☐ Gas Sales Agreement (GSA) signed by PetroSA and ENH
- □PetroSA acquired a trading license from NERSA (Gauteng Springs area) & Mpumalanga)
- ☐ PetroSA acquired gas activity registration certificate from NERSA
- ☐ Maximum Pricing Application approved by NERSA
- □ PetroSA acquired import permit

❖ Next Step

□Ultimate position to supply gas to an offtaker (GTP, Smelter, New IPPs, Eskom etc)



LUBRICANTS





PROGRESS ON DESIGN WORK







PREMIUM MULTIGRADE ENGINE OIL

OPTIM SAE 15W-40 Engine Oil is used for all 4-stroke petrol and diesel motors with and without turbo charges. It is a high-performance multi-grade oil for a mixed fleet of trucks, cars and machinery. Specifically designed for the latest electronically controlled diesel engines experiencing high soot loading.

PetroSA

SPECIFICATIONS & PEFORMANCE STANDARDS

THE PETROLEUM OIL AND GAS CORPORATION OF SOUTH AFRICA SOC LTD (PetroSA).

151 Frans Conradie, Parow, Cape Town, +27(21)929 3000, www.petrosa.co.za



CAUTION:

Avoid skin and eye contact | Wash throughly following **20L** contact | Dispose hazardous waste safely

*Consult the product Technical data sheet and MSDS for safe storing, usage and disposal. www.petrosa.co.za/lubricants











Diesel and Petrol

- ☐ G2G Sector
 - State Owned Enterprises
 - Municipalities
- ☐ B2B Sector
 - Mining
 - Transport
 - Manufacturing
 - Wholesalers and Resellers

- ☐ Future Eskom supply
- Work is underway with other SOEs for supply of 10% of their requirement



Supplier Portal and Customer Onboarding

Live illustrations

Please visit: www.petrosa.co.za main landing page

Scroll down for the supplier portal visit: www.procurement.petrosa.com

Customer onboarding: under main landing page click on New Customer Registration

- Diesel 50 and 500,
- Petrol ULP 95
- Lubricant
- LPG
- Biofuel support
- Natural Gas





Nuclear Energy Drive – Public Education/Empowerment



Eskom Generation: Mr Maxwell Msabala

Introduction



There is a **growing global interest and investment** in nuclear energy (Europe, Asia, Africa). As a low-carbon energy source, nuclear is increasingly viewed as a critical part of addressing climate change concerns while providing sustainable, cost effective and reliable electricity.

Public awareness on the role of nuclear technologies in South Africa **remains low** which results in limited support for nuclear and lack of understanding of the contribution that nuclear makes to the South African economy as well as the various opportunities that exist in the nuclear field.

To create awareness on nuclear, Eskom has embarked on a **robust nuclear public education campaign that aims to tell the Nuclear Story** by stimulating public awareness and support for nuclear energy through transparency, education, and interactive engagements.

The approach seeks to build public trust by addressing concerns transparently and highlighting nuclear energy's key role in reducing emissions, inspiring informed support and interest from students so that they can take up careers in the nuclear field.

Global Outlook - Operating NPPs





About 440 nuclear power reactors operating in 31 countries, with a combined capacity of about 400 GWe. Providing about 10% of the world's electricity.



Koeberg Nuclear Power Station

Koeberg – Connected to the Global Nuclear Community

- Koeberg is Africa's only commercial Nuclear Power Plant.
- ➤ Koeberg's Units have operated safely since their commissioning in July 1984 (Unit 1) and November 1985 (Unit 2).
- ➤ Koeberg has attained its **Long-Term Operation** (LTO¹) license for Unit I, to extend the unit's operational life from 40 to 60 years. Awaiting decision for the extension of Unit 2 expected in November 2025.





Global Outlook - New Build



NUCLEAR RENNAISANCE

- About 70 reactors are under construction across the world. About 110 further reactors are planned, with most activity taking place in Asia and Eastern Europe.
- Fifteen countries are involved in nuclear construction with China, India, Russia, Japan and South Korea having projects at multiple sites. China has the most impressive build programme as they have been commissioning a NP unit every 12 months in the past few years
- ➤ At COP28 in UAE over 20 countries committed as a blockto tripling use of nuclear power by 2050.
- ➤ 14 world financiers (incl. the World Bank) have also committed to finance nuclear build programmes
- Egypt is building 4 units of Russian technology the VVER. Once in commercial operation this will be the biggest NPP in Africa.
- ➤ Ghana, Kenya and Nigeria (Preparatory work for the contracting and construction of an NPP).
- RSA will be expanding its nuclear power capacity by adding 5.2GW by 2039. Announced by DEE minister on Sunday 19 Oct as he released the IRP2025.







Opportunities in the Nuclear Energy Space













- There are 1600 employees directly employed by Koeberg
- There are over 14 000 contractors employed through contracts and tender processes
- There are 20 000 induced jobs, which are linked to the Koeberg eco-system.
- There are opportunities through contractind of service providers. The number of contractors spikes during outages/maintenance seasons.
- To become a service provider, please register in the Eskom procurement database.
- Koeberg contributes Billions of Rands to the local economy.
 - ⇒ R30.2 Billion to the GDP of the WC (R20.7 Billion impact on households in WC)
 - ⇒ R23.1 Billion to GDP of the Rest of SA (R15.7 Billion impact on households (rest of SA))
 - ⇒ Local and national companies and communities benefit directly from the ongoing operation of KNPS through jobs and investment.
 - BUILDING NEW NUCLEAR POWER PLANTS WILL CERTAINLY INCREASE THIS CONTRIBUTION TO ECONOMY.
 - ⇒ NUCLEAR INDUSTRIALISATION PLANTO BE DEVELOPED



Closing Remarks



- Nuclear (currently Koeberg) remains the only carbon-free baseload option in South Africa.
- There is an exciting future within Nuclear both in South Africa and Globally.
- Koeberg forms part of the international Nuclear Industry As such, Koeberg Nuclear Professionals represent the entire African Continent, on a Global scale.
- The Eskom track record at Koeberg is indicative of the high focus on safety, which has resulted in reliable operations, with Koeberg being one of the most reliable units on the grid.
- We urge you to spread the word Nuclear has significant benefits to the country's GDP, its safe and reliable. When there are public hearings by regulators on applications to deploy new nuclear power plants, please go and support our applications as this will help future generations by ensuring security of electricity supply and job creation.













Thank You!





"Access to Funding"

Kgatliso Manake 21 October 2025



"When people have access to finance, they gain the power to build businesses, create jobs and transform communities."



1. NC BLENDED FUND APPROVALS



NORTHERN CAPE DEDAT DEALS - APPROVED										
Company Name	District/Municipality	No. Jobs	Number	Total Amount	NEF Amount	DEDaT Amount	Business Type			
OP Village Bathlaros	JTG: Gasegonyane	289	✓	19 036 000	13 036 000	6 000 000	Shopping Complex			
Eden Est - House of Eden	FB: Sol Plaatje	13	✓	14 800 000	10 800 000	4 000 000	Tourism & Hospitality			
Kiet Trade In and Building Material	JTG: Ga-Segonyana	10	✓	1 500 000	1 140 000	360 000	Retail			
South Hill Trading - Hotel 164	ZFM: Dawid Kruiper	49	✓	3 500 000	2 100 000	1 400 000	Tourism & Hospitality			
Letsogo Trading Enterprises	JTG: Gamagara	80	✓	2 600 000	1 560 000	1 040 000	Construction			
X-Stinct Trading	Namakwa: Richtersveld	59	✓	6 446 046	3 883 006	2 563 040	Fishing & Mariculture			
Andisa Holdings	ZFM: Tsatsabane	100	✓	15 000 000	11 000 000	4 000 000	Mining Services			
Nare Leisure - Nare Upington	ZFM: Dawid Kruiper	51	✓	32 856 465	27 356 465	5 500 000	Tourism & Hospitality			
Onkabetse Civil & Mining	FB: Sol Plaaatje	13	✓	10 000 000	6 000 000	4 000 000	Construction			
Wurthmore Concrete	FB: Sol Plaaatje	16	✓	6 800 000	4 080 000	2 720 000	Manufacturing			
Regal Motors Kathu	JTG: Gamagara	15	✓	8 200 000	4 920 000	3 280 000	Transport & Logistics			
Sea of Mountains	FB: Sol Plaaatje	67	✓	46 000 000	38 000 000	8 000 000	Student Accommodation			
Pride Heritage Propeties-Barkly Road Muslim Butchery	FB: Sol Plaaatje	89	✓	19 500 000	14 500 000	5 000 000	Student Accommodation			
J & M Growth Properties	FB: Sol Plaaatje	49	✓	9 200 000	5 200 000	4 000 000	Shopping Complex			
Galenia Hotel Group Pty Ltd - Masonic	Namakwa: Nama Khoi	60	✓	15 000 000	11 000 000	4 000 000	Tourism & Hospitality			
Motgo Group	Namakwa: Karoo Hoogland	40	✓	2 880 000	1718000	1 162 000	Renewable Energy			
Gem Con	FB: Sol Plaaatje	42	✓	10 000 000	6 000 000	4 000 000	Construction			
i4 Wildlife (Pty) Ltd	FB: Sol Plaaatje	45	✓	8 500 000	5 000 000	3 500 000	Tourism & Hospitality			
Strata Mining Services (Pty) Ltd	JTG: Gamagara	162	✓	23 529 000	19 529 000	4 000 000	Mining Services			
Total Final Approvals		1 249	19	255 347 511	186 822 471	68 525 040				



2. HISTORY

- Established through the National Empowerment Fund Act No 105 of 1998.
- Government Agency under the Department of Trade, Industry and Competition (dtic).
- Development Finance Institution (DFI) <u>exclusively mandated</u> to grow
 B-BBEE in South Africa.
- Capitalised by government in 2005 with R2.4billion.
- Is represented in 9 Provinces (Gauteng, KZN, EC, MP, NW, LP, WC, FS, NC).
- Largest SME Funder in South Africa with over R15billion worth of assets under management.

3. SPECIALIST FUNDS

	Fund	Focus	Threshold
1	iMbewu Fund (SMEs)	SME fund providing Entrepreneurship, Procurement & Franchise Finance	R250 000 – R15 million
2	WOMEN EMPOWERMENT FUND	ACCELERATE THE PROVISION OF FUNDING TO ENTERPRISES OWNED AND MANAGED BY BLACK WOMEN	R250 000 – R75 million
3	Rural & Community Development Fund	Supporting rural economic development through New Ventures, Acquisition, Expansion & Greenfields Finance	R1 million – R50 million
4	uMnotho Fund	Funding of New Ventures, Acquisition, Project Finance, Expansion, Capital Markets, Liquidity & Warehousing	R2 million – R75 million
5	Strategic Projects Fund	Early-stage investment in industrial / manufacturing transactions	Up to R75 million



4. NON-FINANCIAL SUPPORT



Pre-investment

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.





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, managementorship support and collections as well as legal compliance

Turnarounds, Workouts 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.



5. NEF FUNDING CRITERIA



Each application is assessed in terms of the following criteria:

- Minimum percentage (50,1%) of black ownership or interest.
- Black managerial and operational involvement.
- The business should be sustainable and <u>COMMERCIALLY VIABLE</u>
 with specific reference to loan repayability.
- Job creation.
- Specific product criteria.
- Geographic location of the business (rural/urban/disadvantaged areas).
- Community involvement.
- Compliance with all the relevant laws and regulations.
- Return on investment and.
- Possibility of co-funding with another public or private sector institution.

6. COMMERCIAL VIABILITY



- Proof of demand for products and/or services in one of the following forms:
 - Letters of intent from potential customers with potential sales in Rand terms, frequency and volumes;
 - Offtake agreements (contracts);
 - Orders from clients;
 - Feasibility or Market study demonstrating the potential demand for the products and/or services;
 - Or any other documentary proof that demonstrates potential demand for the products and/or services.

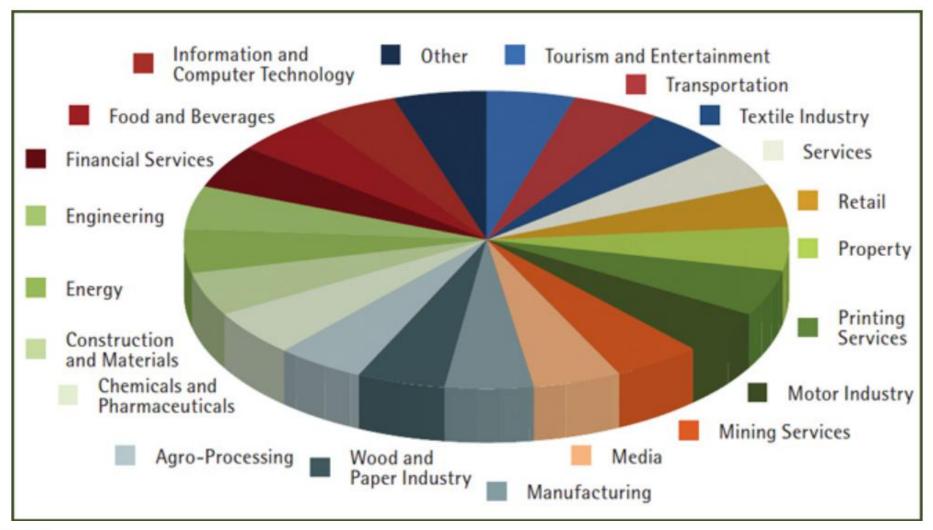


7. WHY IS NEF DIFFERENT FROM THE BANK?

- Exclusively mandated to drive BBBEE in the SA Economy;
- Thought Leader in Providing Solutions for Black Empowered SMEs in the Economy;
- Financing SMMEs includes Start-up businesses often perceived as high risk;
- Funds based on Business Model & Cash-flows and not Collateral Security;
- No Prescriptive Percentage requirement for Owners Contribution;
- Payment Holiday on Re-Payment of Loan (Interest & Capital);
- Pricing of Loans to achieve Empowerment Dividend;
- Provides Post Investment Support to NEF Funded Businesses;
- Leaders in Driving of Enterprise & Supplier Development Programs to ensure accessibility to Markets, Franchising & Soft Loans;
- Facilitates Market Linkages to NEF Funded Investee Companies Post Investments;
- Provision of funding to entrepreneurs with adverse credit records provided they can demonstrate active remedy of their indebtedness.

8. SECTORS







9. FRANCHISES





















































1. NC SMME Blended Fund (NC DEDaT)

- 60% loan and 40% grant blended fund;
- Enterprises located in Northern Cape Province;
- Grant capped at R4 million per transaction.

2. Tourism Transformation Fund (TTF) (National Tourism)

- 50% loan and 50% grant blended fund;
- Enterprises operating in the Travel & Tourism Sector;
- Grant is capped at R5 million per transaction;
- Start-up and major expansions;
- Acquisitions do not qualify.





3. Alternative Energy Fund (Thedtic)

- Funding will be used for inverters, batteries, related electrical wiring and components and solar energy systems;
- Maximum of R5 million loan funding will be provided per transaction (the NEF can exceed this amount from its own funds);
- A moratorium of up to 12 months will be granted for the funding;
- The funding will accrue interest at a rate of up to 2%.
- Generators are excluded from the funding from the dtic as they have additional (diesel/petrol) operating costs.



10. NEF Funds/Partnerships



4. Furniture Fund

- Limited to a maximum of R5-million per applicant, aimed mainly at Small, Medium and Micro-Enterprises (SMMEs) in the furniture value chain;
- All types of enterprises will be supported including start-ups, expansions and expansionary acquisitions, and the fund can be in the form of debt or equity;
- Priced between 0% and 5% (fixed), per annum, based on the risk grading, and the development objectives (jobs, women, youth, geographical impact) achieved by funding the entity;
- The maximum tenure of the facility will be up to 84-months.





- The owner must be a South African citizen or naturalised as a South African citizen prior to 1994.
- Operate within South Africa in rural and township areas and serve local communities.
- Must be registered with the local municipality in accordance with the relevant by-laws and business licensing requirements.
- Registration with the Companies and Intellectual Property Commission
 (CIPC) will be optional based on the enterprise's funding requirement:
 - For enterprises receiving funding above R80 000 registration with CIPC will be required within a period of 6 (six) months.





- SARS Registration: The business must have a valid registration with the South African Revenue Service (SARS) or alternatively be allowed a six-month transitional period. This includes:
 - Income Tax Registration: The business must be registered for income tax, ensuring that all earnings are reported and taxed appropriately.
 - vAT Registration: If the business' turnover exceeds R1 million, it must also be registered for Value Added Tax (VAT), ensuring compliance with tax regulations.
 - The Spaza Shop must comply with all other relevant legislative and registration requirements necessary for its operation. (e.g. food preparation and health and safety standards).



- The owner must actively manage the Spaza Shop and adhere to a set of conduct that ensures the effective functioning of the programme.
- Priority Groups:
 - Youth: Funding will prioritize entrepreneurs aged 18-35.
 - Women: Female-owned spaza shops will receive priority consideration.
 - People with Disabilities: Businesses owned by individuals with disabilities will be given priority.



10. NEF Funds/Partnerships



- Funding up to R100 000:
 - Split into debt and grant
- Funding may not be used for non-business-related expenses or personal costs unrelated to business development.
- Funding may not be used for the sale of alcoholic beverages.

Package Component	Description	Value
Stock	For the initial purchase of stock via delivery channel partners.	Maximum R40 000
Assets and Infrastructure	For the upgrading of building infrastructure, systems, refrigeration, shelving, security	Maximum R50 000
Non-financial Support/ Business Management Training	Training programmes will include Point of Sale devices, business skills, digital literacy, credit health, food safety, business compliance. The training will be modular based	R10 000
Total Financial Package		R100 000





11. ENTERPRISES NOT FUNDED BY NEF

- Political parties or organizations;
- Sole proprietor, NPO's, NPC's, NGO's;
- Sin Industry (Gambling, Liquor, Arms manufacturing);
- Acquisition of loss-making businesses without the prospects of financial sustainability;
- Individuals and entities listed on NEF's as well as other DFI's Delinquency Register and National Treasury Supplier restricted database.



12. NEF APPLICATION PROCESS



- Fill in NEF application forms;
 - Credit check forms:
 - Personal and Business
 - Personal Assets and Liabilities Form
- Comprehensive Business Plan;
- Submit company registration documents (CK, TCS, BEE,
 ID, Proof of residence, etc)
- Submissions can be done electronically via email or delivered at any of the 9 offices around in 9 major cities.





13. NEF APPLICATION PROCESS Cont...

- Screening of Funding Application form
- Submission to Investment Committee
- 3 Due Diligence Process
- Resubmission of Final Report
- Legal Process and Procedures
- 6 Disbursment



14. BUSINESS PLAN REJECTION

Weak Business Model or Unclear Value Proposition

- Business plan lacks a clear strategy for profitability or sustainability.
- •The project does not demonstrate how it will generate sufficient cash flow to repay the loan or yield returns.

Insufficient Financial Viability

- Poor financial projections or unrealistic assumptions.
- Weak historical financial performance or lack of financial records.
- High existing debt or poor credit history





14. BUSINESS PLAN REJECTION cont...

Non-Alignment with DFI Mandate

- •The project does not align with the DFI's developmental priorities (e.g., job creation, inclusivity, sustainability, innovation).
- Sector or geographic focus falls outside the DFI's mandate.

High Risk Profile

•Project perceived as too risky due to market volatility, regulatory uncertainty or reliance on few clients/suppliers.





14. BUSINESS PLAN REJECTION cont...

Environmental, Social, and Governance (ESG) Concerns

- Non-compliance with environmental or social safeguards.
- Potential negative community or environmental impact without proper mitigation measures

Poor Quality of the Application

- Incomplete documentation or missing key information.
- Poorly presented or inconsistent business plan.
- Lack of clarity in how the funds will be used.
- Lack of clarity on how revenue will be generated.





14. BUSINESS PLAN REJECTION cont...

Legal or Compliance Issues

- Company not properly registered or lacks necessary licenses and permits.
- Unclear ownership structure or governance irregularities



NEF CONTACT DETAILS

	LOCATION	TELEPHONE
1	Head Office, Johannesburg	011 305 8000 or 0861843 633 / 0861 THE NEF
2	Eastern Cape	0861 633 327 / 0861 NEF ECP
3	Free State	0861 633 377 / 0861 NEF FSP
4	KwaZulu Natal	0861 633 596 / 0861 NEF KZN
5	Limpopo	0861 633 546 / 0861 NEF LIM
6	Mpumalanga	0861 633 678 / 0861 NEF MPU
7	Western Cape	0861 633 927 / 0861 NEF WCP
8	North-West	0861 633 697 / 0861 NEF NWP
9	Northern Cape	0861 633 627 / 0861 NEF NCP



MY CONTACT DETAILS

NATIONAL EMPOWERMENT FUND

Kgatliso Manake

Regional Investment Associate: Northern Cape

Email: manakek@nefcorp.co.za

Block 3, Ground Floor, Monridge Office Park 2 Kekewich Drive Monument Heights Kimberley

Tel: (053) 831 1757 | 0861 NEF NCP (0861 633 627)

Email: northerncape@nefcorp.co.za

Website: www.nefcorp.co.za









Air Quality Offsets Project: Arnot Power Station



AQO Programme Manager Ms. Xolelwa Siboza

In partnership with





- Eskom Commitment on Clean Air
- Air Quality Challenges
- Why Offset Rationale?
- Offset Programme
- Educational Awareness Campaign
- Conclusion

Eskom's Commitment to cleaner air





Strategic Initiative
Air Quality Offset (AQO) is
Eskom's flagship community
intervention, aligned with the
National Environmental
Management: Air Quality Act.



Purpose-Driven Engagement
Targets localized pollution sources to
rapidly improve ambient air conditions in
high- risk districts.



Collaborative Implementation

Driven by leadership, community buy-in, and stakeholder education to ensure long-term adoption

Eskom's Air Quality Offset initiative represents a vital evolution in environmental and community engagement strategy. Rather than focusing solely on industrial emissions, this program embraces a community-first approach to improving public health and air quality. The rationale is simple: by tackling coal and wood burning at the household level, we generate immediate and measurable impact. This initiative is deeply aligned with national regulations, and more importantly, with Eskom's responsibility to be a catalyst for positive change. Through strategic partnerships, localized interventions, and strong leadership support, Eskom is ensuring that the communities near its power stations are not just protected — but empowered to thrive in cleaner, healthier environments.

Air Quality Challenges in Impacted District-Nkangala, Gert Sibande and Fezile Dabi





HighPollution Zones.

Districts near coal-fired power stations suffer persistent air pollution exceeding national requirements



Communities use coal and wood for heating and cooking intensifying particulate matter



Health Risk Hotspots

Elevated incidence of respiratory and cardiovascular illnesses tied to poor air quality

Eskom's surrounding districts—Nkangala, Gert Sibande, and Fezile Dabi—are among South Africa's most pollution- impacted regions. These areas are burdened by a dual source of emissions: industrial activity and domestic coal burning. Despite national air quality standards, daily life in these communities often includes exposure to hazardous airborne particles. Especially concerning is the role of household coal use, which contributes significantly to ambient pollution. The public health implications are severe. Residents face higher rates of asthma, bronchitis, and cardiovascular complications. Addressing this localized crisis requires focused, community-level intervention—exactly the approach of Eskom's AQO strategy.

Why Offset Rationale?



Accelerating Impact Beyond Traditional Emission Controls

Targeted Community Impact: Offsets deliver air quality improvements directly in households where pollution exposure is highest.

Faster & Cost-Effective: Quicker implementation than retrofitting power stations with lower cost per unit of pollution reduced.

Regulatory Compliance: Mandated by Atmospheric Emission Licenses and aligned with national air quality goals.



Photo by American Public Power Association on Unsplash

Eskom's surrounding districts-Nkangala, Gert Sibande, and Fezile Dabi- are among South Africa's most pollution impacted regions. These areas are burdened by a dual source of emissions; industrial activity and domestic coal burning. Despite national air quality standards, daily life in these communities often includes exposure to hazardous airborne particles. Especially concerning is the role of households' coal use, which contributes significantly to ambient pollution. The public health implications are severe. Residents face higher rates of asthma, bronchitis, and cardiovascular complications. Addressing this localized crisis requires focused, community level intervention exactly the approach of our strategy.

Eskom's Air Quality Offset Programme

Community-Centric Environmental Engineering





Localized Retrofit Solutions
Retrofitting includes ceiling
insulation, draft-proofing,
electrical rewiring, and
certified safe LPG-electric
cooking systems.



Scientific Monitoring
Air quality is measured before, during,
and after implementation to assess
impact over a 5-year
period.



Regulatory Integration
Program is executed under Atmospheric Emissions
License conditions tied to Eskom's
operational compliance.

Eskom's Air Quality Offset (AQO) Programme is engineered to shift impact directly into communities. Each household receives upgrades designed to improve air quality and energy efficiency. These include ceiling insulation with SPF systems, proper electrical rewiring, and the replacement of coal stoves with safer LPG-electric hybrid alternatives. Butit's not just about hardware. The program follows a scientific framework — measuring air quality before, during, and after intervention to ensure accountability and quantify benefits over a structured period. Critically, this initiative isn't isolated from regulation. It forms a key component of Eskom's operational licensing, linking community benefit to compliance and corporate responsibility.

Testing the Model



Scope of Trial: 20 households were retrofitted to evaluate feasibility, cost, and community acceptance.

Technologies Deployed: Tested insulation, electrical rewiring, and transition from coal to electric & LPG energy sources.

Baseline Measurement: Collected pre- and post-retrofit data on indoor air quality and household energy use.



The AQO program began with a focused pilot: 20 homes were selected to test the feasibility of Eskom's community retrofit strategy. This initial deployment served as both a technical and social litmus test for larger-scale intervention. Households received insulation upgrades, rewiring, and new LPG-electric hybrid cooking solutions. It wasn't just about hardware—it was about confirming that these upgrades made measurable differences in air quality and were welcomed by the community. Data collection was meticulous. Air quality was scientifically measured before and after interventions to validate impact. This pilot phase confirmed the viability of the model and laid the foundation for scalable deployment

Phased Rollout of AQO Interventions

Structured Scaling in Three Execution Waves





Phase 1: Early
Implementation
Targeted 5800 homes in
Ezamokuhle and
Kwazamokuhle; execution in
progress is complete



Phase 2A(6073) &2B(8333): Regional Expansion Focused on Emzinoni, Thubelihle, Silobela, and Refengkgotso;



Phase 2C: Budget-Linked

Deployment

Pending approval to reach 7755

households in New Ermelo,

Grootvlei, Sivukile, Ntorwane, and
Emalahleni.

Following a successful pilot, Eskom structured its full AQO implementation into well defined phases. This approach allows scalable, data –driven deployment while aligning with budget cycles and regional readiness. Phase 2A is underway at Phola impacting over 6073 households. Procurement process is in progress to four additional communities, where pre-feasibility assessments and logistics are in development. Phase 2C will follow, pending is the budget approval it will benefit 7755. The rollout is designed not just for speed, but for adaptability, allowing Eskom to refine tactics based on earlier learnings.



Household Intervention Details

Tools for Cleaner Living and Energy Efficiency



Insulation & Draft Proofing: SPF ceiling systems and structural sealing for thermal efficiency and indoor air quality improvement.

Safe Energy Transition: Hybrid LPG-electric stoves with backup heaters and 2×9 kg LPG cylinders replace coal-based systems.

Lighting & Rewiring: Installation of compact fluorescent lamps (CFLs) and rewiring for safe electrical operation with compliance certification.





Eskom's household-level interventions are carefully engineered for health, efficiency, and compliance. At the core is the insulation and draft proofing system—designed not just to improve comfort but to reduce the infiltration and release of harmful indoor pollutants. The major transition is in energy systems: coal stoves are replaced with hybrid gas-electric models, backed by LPG heaters and clean lighting. These are safer, more efficient, and drastically reduce particulate emissions. Each household is also rewired and inspected to ensure compliance and safety. Together, these upgrades transform the living environment, allowing families to heat, cook, and light their homes with vastly reduced

health and safety risks.



Scientific and Monitoring Evaluation



Evidence- Based Impact Validation over period.

- Baseline Establishment- Initial air quality data collected to define pre-intervention conditions in pilot and rollout areas.
- Time-Series Analysis-Measurement taken during and after implementation to track pollutant reduction trends.
- Impact Verification Health and environmental benefits correlated with intervention data to confirm program effectiveness



Scientific rigor is integral to the AQO program. From the outset, baseline measurements are established in each intervention area to ensure data-driven analysis. These include readings of PM (particulate matter), SO₂, and any other key pollutants. Measurements continue during and after installation. This enables Eskom to conduct time-series comparisons and quantify how each intervention alters the air quality profile over time. More importantly, this scientific validation supports long-term planning, enables regulatory reporting, and reinforces public trust by proving that the program delivers tangible environmental and health benefits.

Socio-Economic Opportunities

Empowering Communities Through Employment and Enterprise



Local Employment: Creates skilled, semiskilled, and general labor positions in target municipalities.

Youth Development: Provides apprenticeships and internships to upskill local youth for green economy roles.

SMME Participation: Promotes subcontracting and small business integration in retrofitting



The AQO program is not just environmental initiative- it's a local economic driver. Eskom has structured the intervention to maximize employment opportunities for communities directly affected by air quality challenges; The rollout includes roles across the skills spectrum-from general labor to certified technical positions. Young people benefit from structured internships and apprenticeship tracks, creating pathways into South African Economy. Small and medium-sized enterprises (SMME) are also key stakeholders. Through sub0contracting and supply chain environment, they contribute directly to project delivery while gaining commercial opportunity and exposure.

Education & Awareness Campaign

Building Environmental Stewardship Through Outreach





Health Risk Education

Informs communities, especially children and employees, about the dangers of coal smoke exposure.



Promoting Alternatives Advocates for LPG and electricity as safer, cleaner options for heating and cooking;



Safe Usage Training

Educates on correct and efficient handling of LPG systems and energy-efficient practices.

The educational dimension of the AQO program is critical to its sustainability. It's not enough to install equipment—communities need to understand the risks, embrace the alternatives, and use them properly. The campaign begins in schools and employee sessions, focusing on the dangers of coal smoke, particularly in poorly ventilated spaces. These sessions help students, and their families grasp the health benefits of transitioning to LPG and electric energy. Beyond awareness, the program provides practical training. Safe usage techniques, maintenance instructions, and energy efficiency principles are taught to ensure families not only accept the changes but thrive from them.

Benefits Ezamokuhle/Kwazamokuhle Achieved



Cocio	DMO	Inaulation	Total
Socio-	PMO	Insulation	Total
economic	contractor	contractor	
stats			
No. of	0	8	8
subcontractor			
S			
No of people employed	14	69	83
No. of youth employed	12	45	57
No. of females employed	7	28	35

Socio-economic stats	PMO contractor	Insulation contractor	Total
No. of subcontractors	4	15	19
No of people employed	22	80	102
No. of youth employed	12	59	71
No. of females employed	П	П	22

Phola-in Progress



Socio-economic stats	PMO contractor	Insulation contractor	Total
No. of subcontractors	0	11	
No of people employed	14	54	
No. of youth employed	12	28	
No. of females employed	8	29	

Procurement Opportunities



Open enquiry Tender Process.

Insulation Scope -CIDB registered companies (ranges between 6-8 GB).

Project Management Scope.

Performance, Measurement and Verification Scope.

Scope available "On as and when required basis"



I. Project Management high level scope.

- Set up a project office local to site with adequate security (central to area of implementation i.e same township)
- Supervise the main Contractor on the execution of the works (The works entails Supply and deliver of three (3) LPG plates and one (1) Electric plate hybrid cooking stoves and LPG Heaters with 9KG LPG Cylinders x 2 and Supply, deliver and install ceiling insulation (SPF and Ceiling boards), electrical rewiring and Asbestos removal for Air Quality Offset Project on and "as and when required basis" in the xxxxxxxxx settlement in Mpumalanga)
- Ensure that the two 9kg LPG gas cylinders on a once-off basis are filled by the main Contractor before delivery to the households.
- Ensure that all installations of the Hybrid stoves, LPG heaters, Insulations and CFL's are carried out within allowed working hours as stipulated by the labour legislation of the Republic of South Africa

2. Main Scope

 The scope of work is therefore the Insulation (SPF and Ceiling boards), electrical rewiring and the supply of hybrid (LPG (liquid petroleum gas) and electric) heaters, hybrid Stoves with associated 9kg LPG cylinders and asbestos roofing (If applicable) for the Air Quality Offset Project on an "as and when required basis" in Mpumalanga.

Procurement Opportunities



Open enquiry Tender Process.

Insulation Scope -CIDB registered companies (ranges between 6-8 GB).

Project Management Scope.

Performance, Measurement and Verification Scope.

- **SMME** opportunities(strictly local).
- Transportation.
- Roof work.
- Gas Installers
- Electrical works







Conclusion & The Road Ahead

Scaling Impact Through Innovation and Inclusion



Demonstrated Success: Pilot and Phase 1 & 2 rollouts prove feasibility, community acceptance, and measurable air quality gains.

Inclusive Development: Job creation, local business involvement, and school engagement form pillars of long-term change.

Forward Commitment: Eskom remains dedicated to refining and expanding AQO reach, aligned with national clean air goals







Thank you **Dankie** Siyathokoza Re a leboha Re a leboga Siyabonga Inkomu Ro livhuwa Enkosi Siyabonga Eio



The process of integrating Central Supplier Database (CSD) and E-tender portal



Northern Cape Provincial Treasury: Fatima Lemmetjies

INTRODUCTION

Supply Chain Management is a function that ensures that goods and services are delivered to the right place, in the right quantity, with the right quality, at the right cost and at the right time.







INTRODUCTION CONT.

Government needs informed suppliers to take advantage of the reforms unfolding across all spheres of government.

Without understanding these reforms it remains difficult for supplier to benefit.

Suppliers should know how SCM process looks like, structures and plans of government.







INTRODUCTION CONT.

- Suppliers should know the Do's and Don'ts when doing business with government:
- > Suppliers must register on CSD
- Suppliers must protect their information e.g ticking to boxes that allow third parties to share their information for marketing
- > Suppliers should know the procurements thresholds
- Verify authenticity of the request prior to delivery of goods
- ➤ Know how procurement is done across government i.e. No Organ of state will request a quotation for a commodity your company did not register for on CSD
- > Government plan and budget for their procurement on Procurement plans
- Procurement by government can be by quotations or by tender







STANDARD BID DOCUMENTS

• SBD1 Invitation to bid • SBD3.1 Pricing Schedule – Firm Prices (Purchases) Pricing Schedule – Non Firm Prices SBD3.2 (Purchases) • SBD3.3 Pricing Schedule – Professional Services • SBD4 **Declaration of Interest** Imported Procurement Expected To • SBD5 R10 Million Exceed • SBD6.1 **Preferential Points Claiming Declaration Certificate for Local Production** • SBD6.2 Content and Contract Form - Purchase of Goods and or • SBD7.1 Services Contract Form – Rendering of Services SBD7.2 Contract Form – Sale of Goods or Services **SBD7.3**







HOW PROVINCIAL TREASURY CAN ASSIST SMME'S?

Help is at hand our office can offer free workshop regarding the whole process. (Tender Process)

We cover the subjects like: - Legal Frame work of SCM

- New Reforms of SCM

- How to complete Bid documents

- Tender process

How to register on CSD

It is expected from suppliers to fill in the forms correctly otherwise you run a risk that your bid will be disqualified.

We also expect a good quality product/service at a market related price as we are working with tax payers money.







WHAT IS EXPECTED FROM SMME'S IN ORDER TO PARTICIPATE IN THE PROCESS?

- **❖** Familiarize yourself with the SCM process
- Complete the sworn affidavit that you get free from any organ of state to confirm your BBBEE rating.
- Register on the National Central Suppliers Database
- Ensure that your tax status is compliant.
- * Know your product/service.
- ***** Keep in contact with your client.







ROLE PLAYERS IN THE SCM PROCESS

- 1. NATIONAL TREASURY
- 2. PROVINCIAL TREASURY (PSCM UNIT)
- 3. MUNICIPALITIES
- 4. DISTRICT COUNCILS
- 5. BIDDERS
- 6. DEPARTMENTS
- 7. CONTROL

THE PROCESS CAN BRIEFLY BE EXPLAINED AS FOLLOWS: (THIS IS FROM THE PROVINCIAL PERSPECTIVE).

EACH DEPARTMENT/MUNICIPALITY MUST HAVE THE FOLLOWING COMMITTEES IN PLACE, IN ORDER TO COMPLY WITH NATIONAL TREASURY POLICY:

□ SPECIFICAITON COMMITTEE

□EVALUATION COMMITTEE

DADJUDICATION COMMITTEE







PROCUREMENT THRESHOLDS

- PETTY CASH UP TO A TRANSACTION VALUE OF R2 000 (INCLUSIVE OF ALL APPLICABLE TAXES)
- ➤ WRITTEN PRICE QUOTATIONS ABOVE THE TRANSACTION VALUE OF R2 000 BUT NOT EXCEEDING R1 000 000 (INCLUSIVE OF ALL APPLICABLE TAXES)
- Using Central Suppliers Database
- COMPETITIVE BIDS ABOVE THE TRANSACTION VALUE OF R1 000 000 (INCLUSIVE OF ALL APPLICABLE TAXES)
- Bids must be advertised in at least the Government Tender Bulletin and the ETender Publication Portal, Institution's Website and Local Newspapers







BID CLOSURE

BID CLOSURE

- > To achieve transparency, bids are opened in public and responses announced openly to all present bidders/public and recorded
- ➤ It is required that bidders names, total price and the preference claimed are published on the institution's website and e-tender portal within 10 working days after closure of the competitive bid
- Published information must remain on the municipal website and on e-tender portal for at least thirty(30) days
- > No bidder should be allowed to alter bids after the bid closure.
- ➤ Late bids should not be considered. If possible should be returned to the bidders accompanied by a written explanation
- Attendance register for briefing session, disqualify bidders who did not attend the briefing session if it was compulsory







CONTRACT

1.ONCE OFF

This is where a municipality has a short term requirement. The supplier delivers the goods/service and the municipality pays the supplier within 30 days. Both parties fulfilled their contractual agreement and the contract thus stops to exist.

2. LONG TERM CONTRACT

These are contracts where there is a longer commitment of supplier and purchaser involved. These can be contractual agreements for one year up to five years. With such contracts there is normally legal provision to extend contracts for a further period.

3.TRANSVERSAL CONTRACTS

There are contracts for more than one department/municipality having a need for the same goods/services (for instance security services, toilet papers, Cleaning materials etc) the advantage of such contracts is that each department/municipality does not have to invite their own bids, but this is done centrally and such contracts are also centrally administered (price increases etc). The RT contracts can be accessed on:

http://www.treasury.gov.za/divisions/ocpo/ostb/contracts







TENDER OPPORTUNITIES

at all spheres of government.

Search	Browse Opportunities	Procurement Data	Procurement Plans	Get In tou	ch Login	
	or advertised tenders Local Municipality			×	▼ Organ of State	Search
	DISCLAIMER: Please note	we are only searching for open/active te	enders. Please click on Browse Oppotunities	s to view other Tende	er options	Dismiss

Category	† Tender Description	eSubmissi o n	Advertised	Closing 4	
Wholesale and retail trade and repair of motor vehicles and motorcycles	THE APPOINTMENT OF A PANEL OF SERVICE PROVIDERS FOR THE MAINTENANCE, SERVICE AND REPAIRS OF HANTAM MUNICIPALITY FLEET VEHICLES FOR A PERIOD OF (3) THREE YEARS.	×	05/05/2024	in 17 days	ΦĽ
Financial and insurance activities	MANAGEMENT OF THE SHORT- TERM INSURANCE PORTFOLIO OF THE HANTAM MUNICIPALITY FOR A CONTRACT PERIOD OF (3) YEARS ENDING 30 JUNE 2027.	×	05/05/2024	in 18 days	ΦĽ
Activities auxiliary to financial service and insurance activities.	APPOINTMENT OF A SERVICE PROVIDER TO DO A VALUE ADDED TAX (VAT) REVIEW/RECOVERY FOR A PERIOD OF THREE (3) YEARS.	×	05/05/2024	in 18 days	ΦĽ
Activities auxiliary to financial service and insurance activities.	TENDERS ARE INVITED FROM EXPERIENCED AND SUITABLY QUALIFIED VALUERS FOR THE COMPILATION AND MAINTENANCE OF THE GENERAL VALUATION ROLL, SUPPLEMENTARY VALUATION ROLLS AS WELL AS THE SUPPLY OF OTHER VALUATION RELATED SERVICES FROM DATE OF APPOINTMENT UNTIL 30 JUNE 2029.	×	05/05/2024	in 18 days	ΦC
Activities auxiliary to financial service and insurance activities.	REQUEST FOR SERVICE PROVIDERS FOR THE PROVISION OF A HOSTED CLOUD-BASED VoIP TELEPONY SYSTEM, VOICE CALL SIP SERVICES, YEALINK DESKTOP TELEPHONES, DEDICATED ON-SITE TECHNICAL SUPPORT AND INTERNET CONNECTIVITY.	×	05/05/2024	in 18 days	Ą۲

Showing 1 to 5 of 5 entries











TENDER OPPORTUNITIES





Find public sector tender opportunities in South Africa

This site provides access to information on all tenders made by all public sector organisations at all spheres of government.

Search	Browse Opportunities Procurement Data Procurement Plans Get In touc	ch Login	
	pogland Local Municipality ×	▼ Organ of State	Search
	DISCLAIMER: Please note we are only searching for open/active tenders. Please click on Browse Oppotunities to view other Tenders.	r options	Dismiss

Category	→ Tender Description →	eSubmission♠	Advertised	♦ Closing ●	
Financial and insurance activities	THE PROVISION AND ADMINISTRATION OF SHORT-TERM INSURANCE FOR KAROO HOOGLAND MUNICIPALITY FOR A PERIOD OF THREE YEARS (36 MONTHS)	×	06/05/2024	in 11 days	ŢΙ
■ Manufacturing	WILLISTON LANDFILL SITE - SUPPLY AND DELIVER OF FENCING MATERIALS	×	06/05/2024	in 11 days	٥
Supplies: General	RE-ADVERT: SUPPLY, DELIVER, INSTALLATION, MAINTENANCE AND SERVICE OF NEW PRINTERS FOR A PERIOD OF THREE (3) YEARS 2024/2025 – 2026/27 ON A LEASE AGREEMENT STARTING 1 JULY 2024 TO 30 JUNE 2027	×	06/05/2024	in 11 days	Ţ





















Chairperson for Donations Committee GEMMA Cluster: Mr Zandisile Nangu