

5th

SOE

STATE-OWNED ENTERPRISES CONFERENCE 2025



06 – 07 November 2025
Cape Town International Convention Centre

Theme: Reform or Privatisation? Finding the
Right Path for South Africa's SOEs

South Africa's state-owned enterprises (SOEs) have the potential to drive economic growth and development. However, reform is urgently needed. Over the past decade, many SOEs have faced significant operational and financial challenges, including mismanagement, inefficiencies, and governance issues. The result has been a drain on public resources, with billions spent on bailouts without corresponding improvements in performance.

The path forward requires a clear and decisive approach, focusing on both financial sustainability and operational performance. The Government of National Unity (GNU) represents an opportunity to accelerate these reforms, moving beyond past challenges and creating a future where SOEs are effective, accountable, and contribute meaningfully to economic growth and job creation. With the right vision and leadership, our SOEs can be transformed into vital instruments for national development, helping to build a brighter future for all South Africans.

The conference brings together key stakeholders—government leaders, business leaders, economists, and experts—to explore practical and innovative solutions for revitalising SOEs. Through collaborative dialogue, the conference seeks to:

- 1. Identify Key Challenges:** Understand the financial, operational, and governance issues facing SOEs like Eskom, Transnet, SAA, and others, and their impact on South Africa's economy and society.
- 2. Discuss Reform Strategies:** Explore and propose actionable reforms that can improve the performance, sustainability, and accountability of SOEs, making them more efficient and aligned with the country's long-term economic goals.
- 3. Encourage Public-Private Partnerships:** Foster partnerships between the government and private sector to drive innovation, improve management, and attract investment in SOEs, creating a more dynamic and competitive economy.
- 4. Build Consensus for Action:** Generate support for the comprehensive reform of SOEs across political, business, and civil society sectors, ensuring that the reforms are sustainable, impactful, and have broad-based buy-in.

BENEFITS OF ATTENDING

- Connect with key stakeholders from government, business, and civil society.
- Forge new relationships that could lead to collaborative efforts between the public and private sectors.
- Hear directly from government officials, SOE leaders, and reform experts about plans for revitalisation and transformation.
- Explore case studies and success stories of SOE turnaround strategies from abroad.
- Engage with policymakers on critical issues such as governance, financial sustainability, and public-private partnerships.
- Learn from local and international experts about best practices for SOE governance, performance, and financial management.

EXHIBITORS AND SPONSERS



- Government representatives, including SOE representatives, ministers, senior officials, and members of parliament involved in public enterprises, finance, and oversight.
- Business leaders, executives from private sector companies, and industry associations.
- Economists, policy experts, and research institutions focusing on economic development, public sector performance, and governance.
- International stakeholders such as representatives from financial institutions (World Bank, IMF, African Development Bank) and foreign government representatives.
- Public and civil society representatives, including NGOs, community leaders, and transparency advocates.
- Journalists, media professionals, and public relations experts focusing on business, economics, and government reporting

TOPICS

- Key constraints to optimal performance of SOEs
- Revitalising SOEs for Economic Growth: Strategic Reform Models and Best Practices
- Strengthening Board Effectiveness, Oversight, and Risk Management
- SOE Debt Management and Fiscal Responsibility: Tackling Financial Sustainability for Long-Term Success
- Lessons from Best-Performing SOEs Globally
- Strengthening the Legal and Regulatory Framework for SOEs: Ensuring Effective Oversight and Compliance
- Managing Crisis in SOEs: Lessons from South Africa and Beyond
- Maximising Budget Utilisation: How SOEs and Local Governments Can Drive Efficiency
- Building Public-Private Partnerships (PPPs): Maximising Synergies Between Government and Business for SOE Success

THIS EVENT IS ORGANISED BY:



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Conference Chairperson



FASKEN

Hlengiwe Zondo-Kabini | Partner | Fasken

Speakers



Hon. Deidré Baartman | MEC | Western Cape Department: Provincial Treasury



Dr Tidiane Kinda | Senior Resident Representative South Africa | International Monetary Fund (IMF)



Smita Kuriakose | Lead Economist | The World Bank



Rosina Lebotsa | Director: Transversal Risk Management | Gauteng Provincial Treasury



Tshamano Netshivhazwaulu | Director: Compliance | Gauteng Provincial Treasury

BOOK TO HEAR THESE SPEAKERS



Ms Bongani Maserumule | Company Secretary | Public Investment Corporation SOC Ltd



**Sentebale Makara
Director: Dispute Resolution | CDH**



Gasant Orrie | Partner | Bowmans Attorneys



**Patrick Lonwabo Kulati
CEO | Good Governance Africa**



Adila Aboo | Former Director of Provincial Treasury



Kemantha Govender | Communications Manager Wits School of Governance

CONNECT WITH THE EVENT ONLINE





**Alex Mabunda | Group CEO
Ntiyiso Consulting Group**



**Isaac Khambule | Professor
University of Johannesburg**



**Dr Minah Tong-Mongalo | CEO | Tong-
Mongalo Corporate Services**



**Ms Karishma Govender
General Counsel | National Empowerment
Fund (NEF)**



Sello Malatsi | Acting Chief Executive Officer | SAIGA



**Matthew le Cordeur | Research Manager:
Just energy transition | Krutham**

CONNECT WITH THE EVENT ONLINE



0700 Registration and networking

0845 Opening remarks from the chairperson Hlengiwe Zondo-Kabini | Partner | Fasken

0900 Hon. Deidré Baartman | MEC | Western Cape Department: Provincial Treasury

Keynote Speech: Public-Private Partnerships.
Focusing on alternative and blended finance within the current constrained fiscal environment

0930 Dr Tidiane Kinda | Senior Resident Representative South Africa | International Monetary Fund (IMF)

Keynote Speech: "Social acceptability of structural and SOE reforms"

1000 Networking tea break

1030 Bongani Maserumule | Company Secretary | Public Investment Corporation SOC Ltd

Topic: Lessons from Best-Performing SOE's Globally

1100 Gasant Orrie | Partner | Bowmans Attorneys

Topic:

- Strengthening the Legal and Regulatory Framework for SOEs: Ensuring Effective Oversight and Compliance
- Clarifying Governance Structures
- Enhancing Legislative Oversight
- Implementing Robust Compliance Frameworks
- Promoting Transparency and Disclosure
- Alignment with International Best Practices
- Fostering a Culture of Ethical Leadership

1130 Prof. Isaac Khambule | Professor | University of Johannesburg

Topic:

- The reform agenda of SOEs in Africa and developing countries
- The socio-economic impact on development and investment
- How have SOEs evolved and internationalised?
- Opportunities for South African SOEs in a multipolar world?

1200 Dr Minah Tong-Mongalo | CEO | Tong-Mongalo Corporate Services

Topic: Possible extension of fiduciary responsibilities to state shareholder representatives

- In state-owned companies, shareholder representatives exercise significant powers as shareholders.
- Some shareholder decisions have been ill-conceived, causing far-reaching consequences for the fiscus and citizens.
- The current Companies Act does not impose fiduciary duties on shareholders or shareholder representatives.
- This creates a governance accountability gap in the management of state-owned companies
- It is worth considering legislative reform to extend fiduciary responsibilities to the state shareholder and/or its representatives. Such reform could ensure decisions are made in the best interests of both the company and the public.

1230 Adila Aboo | Former Director of Provincial Treasury

Topic: Ethical Leadership and Governance

1. The role of Ethical Leadership
2. Internal Controls
3. Role between Ethics and Controls

1300 Ms Karishma Govender (General Counsel): National Empowerment Fund (NEF)

Topic: TBA

1330 Networking Lunch

1430 Panel Session

Hlengiwe Zondo-Kabini | Partner | Fasken

Bongani Maserumule | Company Secretary | Public Investment Corporation SOC Ltd

Gasant Orrie | Partner | Bowmans Attorneys

Prof. Isaac Khambule | Professor | University of Johannesburg

Adila Aboo | Former Director of Provincial Treasury

Dr Minah Tong-Mongalo | CEO | Tong-Mongalo Corporate Services

Ms Karishma Govender (General Counsel): National Empowerment Fund (NEF)

1530 Closing Remarks from Chairperson

1540 Networking Tea Break: End of Conference

0700 Registration and networking

0815 Opening remarks from the chairperson Hlengiwe Zondo-Kabini | Partner | Fasken

0830 Smita Kuriakose | Lead Economist | The World Bank

Keynote Speech: "Crowding Out or Enabling? The Role of SOEs in Shaping Private Sector Investment in South Africa."

- Explores whether SOEs complement or constrain private investment in SA, bringing in global experiences.

0900 Tshamano Netshivhazwaulu | Director: Compliance | Gauteng Provincial Treasury

Topic: Strengthening Board Effectiveness, Oversight, and Risk Management

- Clarifying roles and responsibilities
- Enhancing risk governance and accountability
- Strengthening Stakeholder Engagement
- Improving performance metrics and evaluation

0930 Rosina Lebotsa | Director: Transversal Risk Management | Gauteng Provincial Treasury

Topic: Strengthening Board Effectiveness, Oversight, and Risk Management

- Clarifying roles and responsibilities
- Enhancing risk governance and accountability
- Strengthening Stakeholder Engagement
- Improving performance metrics and evaluation

1000 Networking tea break

1030 Patrick Kulati | CEO | Good Governance Africa (GGA)

Topic: The Role of Leadership Agency in the Reform and Performance of State-Owned Enterprises

1100 Alex Mabunda | Group CEO | Ntiyiso Consulting Group

Topic: SOE Debt Management and Fiscal Responsibility: Balancing Sustainability and Growth

1130 Matthew le Cordeur | Research Manager: Just energy transition Krutham

Topic:

- Identify Key Challenges
- Discuss Reform Strategies
- Encourage Public-Private Partnerships
- Build Consensus for Action

1200 Kemantha Govender | Communications Manager | Wits School of Governance

Topic Managing Crisis in SOEs: Lessons from South Africa and Beyond

- Crisis in SOEs is often a symptom of weak governance – not just operational failure
- Transparency and consistent communication rebuild trust during and after crisis
- Internal whistleblower protection and culture change are non-negotiable
- Resilience planning must be institutionalized and not reactive

1230 Sentebale Makara | Director: Dispute Resolution | CDH

- Topic: Power, Politics & Public Funds: Are Intergovernmental Wars Crippling South Africa's SOEs?

1300 Sello Malatsi | Acting Chief Executive Officer | SAIGA

Topic: "SAIGA's role in driving governance, accountability and financial reform – A path away from privatisation"

1330 Networking Lunch

14:00 Panel Session

Hlengiwe Zondo-Kabini | Partner | Fasken

Tshamano Netshivhazwaulu | Director: Compliance | Gauteng Provincial Treasury

Rosina Lebotsa | Director: Transversal Risk Management | Gauteng Provincial Treasury

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Smita Kuriakose | Lead Economist | The World Bank

1500 Closing Remarks from Chairperson

1510 Networking Tea Break: End of Conference



REGISTER TO ATTEND

Company Name: _____

Physical Address: _____

Tel: _____ Fax: _____

Post Code: _____ Country: _____

Organization's main line of business: _____

VAT Registration Number: _____

Contact Person(Invoice): _____

Position: _____

Tel: _____ Cell: _____

Email: _____

AUTHORISATION

Full Name: _____

Position: _____

Tel: _____ Fax: _____

Email Address: _____

Signature: _____

Date: _____

Please note that this registration is invalid without a signature.

Delegate Details 1

Full Name: _____

Position: _____

Tel: _____ Cell: _____

Email: _____

Delegate Details 2

Full Name: _____

Position: _____

Tel: _____ Cell: _____

Email: _____

Delegate Details 3

Full Name: _____

Position: _____

Tel: _____ Cell: _____

Email: _____

Delegate Details 4

Full Name: _____

Position: _____

Tel: _____ Cell: _____

Email: _____

Delegate Details 5

Full Name: _____

Position: _____

Tel: _____ Cell: _____

Email: _____

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	Full Conference Rate	
	R12 990 exVAT	\$730

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Standard Bank: Milnerton Branch

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Email: info@millasa.co.za

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