

CALL FOR NOMINATIONS OF CANDIDATES TO SERVE ON THE GAUTENG PARTNERSHIP TRUST'S (TRADING AS GAUTENG PARTNERSHIP FUND) BOARD OF TRUSTEES

1. The Gauteng Partnership Fund (GPF) hereby invites nominations of suitably qualified, experienced, and reputable individuals to serve on its Board of Trustees for a period of three (3) years.
2. The GPF is a provincial public entity established to catalyse development through innovative project lending and project development, with a strong focus on leveraging private capital, managing non-performing loans (NPLs), and building a sustainable, self-funding institution.

The Board of Trustees is the GPF's accounting authority and is responsible for providing strategic direction, rigorous oversight, and ethical leadership in line with the Public Finance Management Act (PFMA), King V, and all other applicable legislation.

3. The GPF is a Trust established in terms of the Trust Property Control Act 57 of 1988, registered in the Master of the High Court under Master's Reference Number: IT2422/02.

4. **Composition of the Board**

The Board of Trustees shall comprise 8 to 12 Trustees.

5. **Transformation and Representation**

In line with the GPF's public-interest and developmental mandate, the Board must collectively represent a broad cross-section of the Gauteng population, with particular attention to:

- Race
- Gender

- Disability
- Regional and geographic spread within the province
- Demonstrate a strong commitment to transformation, inclusion, and socio-economic development.

6. **Desired Skills, Experience and Expertise**

Nominees must be individuals of unquestionable integrity, with a demonstrated record of ethical conduct, independence of mind, and sound judgement, and who are able to devote sufficient time to Board responsibilities.

Given the GPF's focus on project lending, project development, capital raising, non-performing loan (NPL) management, strong corporate governance, and revenue generation, preference will be given to candidates whose training and/or experience demonstrate expertise in one or more of the following areas:

Governance and Leadership:

- Previous experience as a Board member or senior executive in the public or private sector
- Strong understanding of corporate governance, fiduciary duties, and King V
- Ability to provide independent judgement, constructive challenge, and ethical leadership
- Demonstrated commitment to accountability, transparency, and effective oversight

Financial and Strategic Acumen (with emphasis on project lending and capital raising)

- Sound understanding of financial statements, budgets, and performance reporting
- Experience in credit analysis and underwriting for project and development finance
- Financial modelling, including project finance models, cash-flow projections, and scenario analysis
- Structuring debt instruments, including senior loans, subordinated debt, and guarantees
- Assessing financial sustainability and the long-term viability of projects and portfolios
- Understanding of collateral, covenants, term sheets, and security packages
- Capital markets, blended finance, and crowding in private capital, including grants, concessionary loans, equity, and mezzanine finance
- Strong strategic orientation with a commercial and outcomes-driven mindset, able to

support the evolution of the GPF into a sustainable, revenue-generating institution.

Portfolio Management and Monitoring and Non-Performing Loans (NPLs)

- Experience in credit portfolio management, including development finance or commercial lending
- Demonstrable track record in NPL management, restructuring, and recovery strategies
- Experience in restructures and workouts, including complex stakeholder engagements
- Ability to provide oversight of portfolio performance, concentration risks, and remedial actions.

Project Finance, Transaction Structuring and Project Development

- Proven experience in project finance structuring, including Special Purpose Vehicles (SPVs) and limited recourse finance structures
- Involvement in project development from early-stage conceptualisation through to financial close
- Experience in coordinating due diligence across financial, legal, technical, environmental, and social workstreams
- Understanding of public-private partnership (PPP) structures, concession agreements, and other collaboration models
- Ability to interrogate feasibility studies, technical designs, cost estimates, and implementation schedules for bankability and developmental impact.

Risk Management

- Expertise in credit risk assessment for long-term, often high-risk projects
- Understanding of country and political risk, market and demand risk, and construction or operational risk assessment
- Strong appreciation of Environmental, Social and Governance (ESG) risks and responsible investing
- Ability to contribute to a robust risk appetite framework, risk policies, and risk culture.

Revenue Generation, Business Development and Commercial Strategy

- Proven experience in revenue generation, fundraising, capital raising, business development, or commercial strategy
- Deep understanding of funding mechanisms, pricing, income diversification, and sustainable revenue models
- Ability to guide revenue and capital-raising strategies at Board level, ensuring

alignment with the GPF's developmental mandate and risk appetite.

Built Environment, Infrastructure and Human Settlements Development

- Understanding of infrastructure and human settlements development, particularly within Gauteng
- Strategic oversight of housing, urban regeneration, and related infrastructure assets aligned to the GPF's developmental objectives
- Ability to evaluate infrastructure and housing investment decisions, long-term value creation, and socio-economic impact
- Knowledge of public-sector infrastructure and housing funding models, including fiscal transfers, user-pay, and PPP structures
- Oversight of sustainability, resilience, and environmental compliance in development projects.

Business Management and Corporate Leadership

- Proven strategic and corporate leadership track record
- Ability to balance commercial sustainability with public-interest and developmental outcomes
- Oversight of organisational performance against the Shareholder Compact, corporate plan, and annual performance plan targets
- Strong orientation towards governance, ethics, compliance, and accountability
- Experience in turnarounds, restructuring, scaling up, or operational stabilisation of organisations.

Spatial Planning and Development Management

- Ability to assess alignment between GPF-supported projects and Integrated Development Plans (IDPs)
- Understanding of spatial transformation, inclusive development, and access to services
- Oversight of land-use planning, development approvals, and planning risk
- Appreciation of spatial justice, connectivity, and economic development outcomes.

Construction and Project Delivery Management

- Oversight of large-scale capital projects in accordance with PFMA and public-sector requirements
- Understanding of project governance, controls, and assurance mechanisms

- Ability to assess budget performance, schedule risk, and delivery quality
- Knowledge of public-sector procurement frameworks and contract management
- Oversight of health, safety, environmental, and construction compliance.

Economics and Financial Analysis

- Ability to interpret macroeconomic trends, including interest rates and market developments affecting the GPF's performance and sustainability
- Oversight of financial planning, budgeting, and performance monitoring
- Understanding of cost-reflective pricing, tariffs, and revenue models in a development finance context
- Ability to assess value for money, economic impact, and financial viability of projects and programmes
- Insight into funding structures, capital allocation, and long-term sustainability.

Information and Communication Technology (ICT) Governance;

- Oversight of ICT and digital strategies aligned to the GPF's objectives, including digital loan origination and portfolio monitoring
- Understanding of IT governance frameworks, cybersecurity, and data protection
- Ability to assess ICT risks, controls, and system resilience
- Experience in overseeing digital transformation and automation to improve efficiency and reporting
- Monitoring of ICT performance, service continuity, and value delivery.

Human Resource and People Governance

- Oversight of human capital strategy aligned to the organisation's mandate and performance goals
- Knowledge of labour legislation and public-sector employment frameworks
- Experience in executive performance management, succession planning, and talent management
- Understanding of organisational culture, ethics, transformation, and diversity imperatives
- Oversight of remuneration frameworks and collective bargaining considerations

Legal and Regulatory Framework for Public Entities

- Strong understanding of the PFMA, Trust Property Control Act, Companies Act, King

- V, and other applicable legislation and regulations governing public entities
- Oversight of governance compliance, risk management, and internal controls
 - Ability to assess legal, regulatory, and reputational risks
 - Understanding of Board fiduciary duties and accountability to the shareholder / Executive Authority
 - Experience in engaging with regulators, oversight bodies, and executive authorities

7. Disqualification Criteria

A person may not be appointed as a Trustee if he or she:

- a) is not a citizen of the Republic of South Africa;
- b) is an unrehabilitated insolvent;
- c) has been declared to be unsound mind by a competent court;
- d) has at any time been convicted of an offence involving dishonesty, fraud, misrepresentation or theft;
- e) has at any time been removed from an office of trust on account of misconduct;
or
- f) has previously been removed from a Board for breach of any provision of the Companies Act 71 of 2008 (as amended).

8. Nomination Requirements

Each nomination must include:

- a) Full names of the nominee;
- b) A detailed motivation demonstrating the nominee's suitability, with reference to the expertise listed above and how the nominee will support GPF's project lending, project development, capital raising, NPL management, governance and revenue-generation objectives;
- c) A certified copy of the nominee's identity document;
- d) Certified copies of the nominee's relevant qualifications;
- e) A comprehensive CV, clearly indicating Board and/or executive experience, as well as development finance or infrastructure/housing sector exposure where applicable; and
- f) A signed letter of consent from the nominee confirming willingness to serve as a Trustee.

* A person may nominate himself or herself.

The closing date for the nominations is **31 May 2026**.

6. Submission of nominations

Nominations should be submitted by or before 31 May 2026 for the attention of:

Vuyiswa Monye, Private Secretary: Office of the MEC for Human Settlements

Email: Vuyiswa.Monye@gauteng.gov.za

The Gauteng Partnership Fund /GDHS reserves the right not to make any appointment.