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Corporate ESD Programme Healthcheck

Is your corporate ESD budget delivering retained, high-performing suppliers or just scorecard points? Score it in 12 minutes.

Target Audience: For Corporate Heads of Procurement, Transformation Managers, and ESD Directors across South Africa.

> **Preventing the Month-4 Stall**
> Across South Africa, corporates spend millions on ESD, yet programmes stall in Month 4 when classroom theory fails to translate into purchase orders. This diagnostic gives procurement heads an honest audit of programme design, supplier retention, and B-BBEE scorecard integrity. — Kamamoja Consulting Team

Scoring Framework

- 0 Points = Not Yet / Non-Existent (Traditional tick-box approach)
- 1 Point = Partly / Inconsistent (Informal, lacking standardized tracking)
- 2 Points = Yes / Systematic (Embedded operating standard with auditable evidence)

Dimension 1: Strategic Procurement Alignment

#	Corporate ESD Operational Benchmark	Score (0, 1, 2)	Corporate Evidence
E01	Our ESD beneficiary intake is directly tied to our corporate commodity buying plan and forward procurement schedule.	[ ]	Policy / SLA...
E02	Category procurement managers and buyers are actively involved in designing the technical criteria for supplier cohorts.	[ ]	Policy / SLA...
E03	We have identified specific corporate contracts and sub-commodity lines reserved for graduating ESD suppliers.	[ ]	Policy / SLA...

Dimension 2: Beneficiary Selection & Due Diligence

#	Corporate ESD Operational Benchmark	Score (0, 1, 2)	Corporate Evidence
E04	Suppliers are recruited based on commercial viability and growth hunger rather than compliance tick-boxes.	[ ]	Policy / SLA...
E05	We conduct rigorous on-site baseline diagnostics (e.g. GrowthWheel 360, financial audit) before admission.	[ ]	Policy / SLA...
E06	We reject passive grant-seekers and prioritize ambitious entrepreneurs with demonstrable skin in the game.	[ ]	Policy / SLA...

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Dimension 3: Mentorship Efficacy & The Month-4 Stall

#	Corporate ESD Operational Benchmark	Score (0, 1, 2)	Corporate Evidence
E07	Our programme replaces passive classroom lectures with hands-on, 1-on-1 operational coaching on real bottlenecks.	[ ]	Policy / SLA...
E08	We systematically measure SME engagement and attendance monthly, with zero drop-off between Month 1 and Month 6.	[ ]	Policy / SLA...
E09	Coaches work directly with SME owners on pricing models, cash runway, delivery SLAs, and quality systems.	[ ]	Policy / SLA...

Dimension 4: Working Capital & Payment Term Architecture

#	Corporate ESD Operational Benchmark	Score (0, 1, 2)	Corporate Evidence
E10	Our corporate procurement policy enforces early payment terms (e.g. 7 to 14 days) for verified ESD beneficiaries.	[ ]	Policy / SLA...
E11	We facilitate purchase order (PO) funding, equipment financing, or raw material bridging support.	[ ]	Policy / SLA...
E12	We actively monitor supplier cash-flow health so awarded contracts do not inadvertently bankrupt scaling SMEs.	[ ]	Policy / SLA...

Dimension 5: Monitoring, Evaluation & Verifiable Impact

#	Corporate ESD Operational Benchmark	Score (0, 1, 2)	Corporate Evidence
E13	We track audited economic impact metrics quarterly: turnover growth, net profit margins, and permanent jobs created.	[ ]	Policy / SLA...
E14	We measure procurement integration: the percentage of ESD beneficiaries who successfully secure active purchase orders.	[ ]	Policy / SLA...
E15	We have a formalized alumni support network that continues to track supplier performance for 12 to 24 months post-cohort.	[ ]	Policy / SLA...

Dimension 6: SANAS Audit Readiness & Scorecard Integrity

#	Corporate ESD Operational Benchmark	Score (0, 1, 2)	Corporate Evidence
E16	All ESD grant agreements, loan contracts, and service confirmations are archived continuously in an audit-ready cloud vault.	[ ]	Policy / SLA...
E17	We assemble our annual SANAS B-BBEE verification pack in real-time, completely eliminating the Month-11 scramble.	[ ]	Policy / SLA...

#	Corporate ESD Operational Benchmark	Score (0, 1, 2)	Corporate Evidence
E18	Our ESD investment delivers measurable shareholder value, resilient local supply chains, and zero SANAS disallowances.	[ ]	Policy / SLA...

Results Summary & Impact Banding

Strategic ESD Dimension	Your Score	Max Points	Programme Performance Level
1. Strategic Procurement Alignment	_____	6	Integrated (5-6) · Partial (3-4) · Isolated (0-2)
2. Beneficiary Selection & Due Diligence	_____	6	Rigorous (5-6) · Moderate (3-4) · Loose (0-2)
3. Mentorship Efficacy & Retention	_____	6	High Impact (5-6) · Stalled (3-4) · Passive (0-2)
4. Working Capital & Payment Architecture	_____	6	Enabling (5-6) · Standard (3-4) · Restrictive (0-2)
5. Monitoring, Evaluation & Impact	_____	6	Auditable (5-6) · Basic (3-4) · Anecdotal (0-2)
6. SANAS Audit Readiness & Integrity	_____	6	Audit-Ready (5-6) · Scrambling (3-4) · At Risk (0-2)
TOTAL ESD PROGRAMME SCORE	_____	36	Determine your programme status below

What Your Score Means

Performance Tier 1: 0 – 12 Points: Compliance-Only / High-Attrition — ESD deployed as a compliance tax. High dropout rates, buyers don't trust cohort graduates, and SANAS files are at risk. Overhaul beneficiary selection and tie curriculum to buy-books.

Performance Tier 2: 13 – 24 Points: Operational / Vulnerable — Good intent and budget, but operational value leaks. Few suppliers graduate into active procurement vendors due to payment terms or lack of working capital bridging.

Performance Tier 3: 25 – 36 Points: High-Impact Sustainable Supplier Engine — Gold standard! Aligns transformation spend with core procurement, builds real supplier capability, and ensures seamless SANAS compliance.

Turn Your Score into Action: Next Steps with Kamamoja Consulting

A score tells you where you stand. A conversation tells you what to do about it. Book a free, no-obligation 30-minute diagnostic session with our team to review your scores, benchmark against peer businesses, and map your 90-day execution plan.

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Schedule Your Free Strategy Session

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