EXTRACT OF MINUTES OF NATIONAL EXECUTIVE COMMITTEE (NEC) MEETING HELD BETWEEN 27 AND 28 JANUARY 2023 AT THE ESSELEN PARK CONFERENCE CENTRE, KEMPTON PARK

DELEGATION OF AUTHORITY

NOTING:

THAT Rule 12.2.13 of the ANC Constitution confers upon the NEC the power to institute and defend legal proceedings;

THAT it is impractical for the NEC to exercise this power as a structure which meets periodically;

THAT the NEC is desirous of delegating this power to the Secretary General and the Deputy Secretaries General as full-time administrative officers of the organisation;

THAT the NEC is desirous of delegating to the Secretary General and the National Office Bearers its power to take all steps necessary or warranted for the due fulfillment of the aims and objectives of the ANC and the due performance of the NEC's duties and that the said delegation of power does not include the power to bind the ANC or create any legal relationship envisaged in Rule 30 of the ANC Constitution which is the exclusive prerogative of the National Officials.

RESOLVED:

1. THAT the NEC delegates to FIKILE APRIL MBALULA, in his capacity as Secretary General, and NOMVULA PAULA MOKONYANE, in her capacity as First Deputy Secretary General and MAROPENE RAMOKGOPA in her capacity as Second Deputy Secretary General, the power to institute and defend legal proceedings on behalf of the ANC, to sign all documents necessary in that regard and to instruct attorneys and advocates to act on behalf of the ANC;

2. THAT the NEC delegates to the Secretary General and the National Officials the power to take all steps necessary or warranted for the due fulfillment of the aims and objectives of the ANC and the due performance of the NEC's duties and to provide reports to the NEC from time to time in this regard.

President: C. Ramaphosa, Deputy President: P. Mashatile, National Chairperson: G. Motsepe, Secretary General: F. Mbalula, First Deputy Secretary General: N. Mokonyane, Second Deputy Secretary General: M. Ramokgopa, Treasurer-General: G. Ramokgopa
CERTIFIED A TRUE COPY

GWEDE MANTASHE
NATIONAL CHAIRPERSON
AFRICAN NATIONAL CONGRESS
28 JANUARY 2023
ANC 2

54TH NATIONAL CONFERENCE

REPORT AND RESOLUTIONS

TOWARDS UNITY, RENEWAL AND RADICAL SOCIO-ECONOMIC TRANSFORMATION
the above support and programmes for our work among the people.

2. The Secretary’s office at all levels must monitor the achievements and outcomes of each programme and take the necessary action to address weak implementation.

3. Include a permanent elections and sectoral work capacity at national, provincial and regional level

4. Branch audits should include the Programme of Action as an indication of the life of the branch.

CADRE DEVELOPMENT

Noting

- Our deployment of cadres in many areas of work
- The challenges faced by our structures, public representatives and members
- The rapid turnover in leaders and public representatives
- The cadre development resolutions adopted by previous conferences
- The need for all cadres to understand the goals, values, policies, principles and the programmes of the ANC
- The need to develop the capacity of cadres deployed to higher levels of government and management

RESOLVES:

1. All ANC members must do the membership induction course during the probation period to be trained in the goals, values, principles and structure of the ANC. All BECs must be inducted with the BEC induction programme. The Induction courses should also be available online.

2. All REC, PEC and NEC members must attend an induction course as soon as they assume office.

3. All councillors must be inducted for at least three days in the ANC approach to local government as well as the work we expect from councillors.

4. The political school curriculum must be completed in an online version for branch study group or individual use by mid 2018. All ANC cadres available for selection as leaders and candidates must complete the school and pass the courses.

5. All leaders and candidates for deployment to government must ensure that they build their skills and qualifications to enhance their capacity.

6. The ANC should develop a real and virtual discussion forum on topical issues to help inform our structures of positions on current debates.

7. Our communication to branches should be improved and include more topical political and news analysis.

8. Radio Freedom and any other vehicle (like podcasts) should be used to spread the ideas of the ANC and help us in the battle of ideas.

9. The ANC should ensure that leaders deployed in government go through compulsory, regular and ongoing development, in addition to the responsibility of individuals to continually develop themselves.

ELECTIONS

Noting

- Our declining levels of support and inability to implement our complete election campaign strategy
- Decreasing campaign management capacity and inability to maintain data on supporters and respond to issues
- Our inability to communicate coherently and get leaders to stay on message.
- The candidate selection process and controversy that surrounds it in some areas.
- The change in VD and ward boundaries that affect ANC branches and the fact that urbanisation happens mostly in our wards. Delaying re-demarcation for more than one 5 year period negatively affects our vote as more voters have the same vote as less voters in wards that do not grow. And that it will be unconstitutional as wards must be within 10% the same size.
- A tendency to insult voters by “gifts” of food parcels and blankets before elections as a substitute for effective service delivery.
- An increase in dirty tactics by political parties in local elections, like “bussing” voters to register outside their own ward and intimidation to stop voters from participating.

RESOLVES:

1. Building a professional and permanent election capacity at national and provincial level, instructing the NEC and other leadership collectives to implement the resolution on maintaining full-time election capacity at national, provincial and regional level.

2. Building on the ANC national cloud data base and
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The Policy Conference further recommend that the 33rd National Conference should declare the next decade a Decade of the Cadre in which there will be a key focus on the ideological, political, academic and moral training of a critical mass of ANC members.

- The One Million Members Campaign should be buttressed by a national programme to develop and transform most ANC members into activists and cadres who will be at the cutting edge of the on-going struggle fundamental political, social and economic transformation of our country. Accordingly, ANC members should understand fully what it takes for a member to go through the full cycle of becoming and remaining a tried and tested cadre. It must be clear that joining the ANC is the beginning of a long journey towards becoming a cadre.

- In the new phase of the NDR, deployment should always be preceded by systematic academic, ideological, and ethical training and political preparation. Cadre Deployment should be underpinned by a rigorous system of monitoring and evaluation of the performance of cadres deployed and elected to leadership positions. This will avoid a situation wherein leadership assessment and evaluation take place only in the run-up to conferences.

- It is in this spirit that the establishment and rollout of the ANC’s comprehensive political school system – national, provincial, regional, sub-regional/zonal and branch level – is an urgent task during the Decade of the Cadre.

- The ANC veterans and former combatant of MK should be deployed in the programme of rolling out the political education cadreship development programme. This applies to individuals whose conduct is beyond reproach. The proposal that cadre deployment should also consider academic qualifications.

- The ANC should adopt a programme to raise the level of literacy, education and skills among its members as part of the nation-wide campaign to make education and training a national priority.

- The ANC should be a specific focus on the recruitment, political and ideological training of students and young intellectuals.

8. Conference further instructs the incoming NEC to develop and implement programme to give effect to the next ten years being declared a Decade of the Cadre.

**On safeguarding core values**

- Having noted that the gradual erosion of the core values of the ANC threatens its continuing existence in the second centenary, Conference agrees unanimously that safeguarding and promoting the core values of the ANC constitute one of the key tasks of second phase of the transition. The promotion of our core values should be undertaken within the context the ideological struggle to cultivate progressive values among all South Africans as part of building a national democratic society.

- Conference reaffirms the NGC resolution on the setting up of the Integrity Commissions at all levels of the organisation. More urgent steps should be taken to protect the image of the organisation and enhance its standing in society by ensuring, among others, that urgent action is taken to deal with public officials, leaders and members of the ANC who face damaging allegations of improper conduct. In addition, measures should be put in place to prevent abuse of power or office for private gain or factional interests. The ANC can no longer allow prolonged processes that damage its integrity.

- Conference supports the rules on lobbying and called on the NEC to ensure that they are form part of conference rules. However, the idea that those wishing to stand for election should be given an organisational platform to campaign was rejected.

- Conference emphatically condemned factionalism as well as the practice of slates during conferences. In addition, delegates called for the ANC to tackle the underlying roots of these problematic practices which
ANC DEPLOYMENT POLICY
(As Adopted by the NEC: 11 – 13 July 2008)

1. INTRODUCTION

(a) The organisation shall base its guidelines and procedures for deployment within and outside ANC structures on the ANC Deployment Policy.

(b) Notwithstanding what is stated above, internal democratic processes of producing lists for the national assembly, legislatures and municipal committees shall be adhered to.

(c) A National Deployment Committee shall be established to guide in the implementation of this policy.

(d) All definitions used in this document shall be for the sole purpose of explaining the process of deployment within the ANC.

2. POLITICAL AND STRATEGIC FRAMEWORK

(a) The ANC as the Governing Party

(i) As the ANC, we recognize that we are presently the majority and the governing party in the Republic of South Africa.

(ii) We further recognize that through our proper strategic framework we will continue to be the major political force in the country.

(iii) Furthermore, the ANC Constitution, the Freedom Charter, the ANC Strategy and Tactics and the National Conference Resolutions are all policy documents that shall build an important cornerstone of our Deployment Strategy.

(iv) Our approach to deployment shall reflect a better understanding of the mandate derived from these documents.

(b) The ANC Constitution

The ANC Constitution as amended and adopted at the 52nd National Conference in December 2007 shall be the foundation pillar of our Deployment Policy.

(c) Freedom Charter

(i) The Freedom Charter and the principles enshrined in it shall be the second foundation pillar of our Deployment Policy.
(d) **ANC Strategy and Tactics**

(i) The ANC Strategy and Tactics document as amended and adopted at the 52\textsuperscript{nd} National Conference in December 2007 shall be the third foundation pillar of our Deployment Policy.

(e) **Resolutions of ANC National Conferences**

(i) The Deployment Policy shall be amended in accordance with resolutions adopted at ANC National Conferences.

(f) **Resolutions of the NEC**

(i) The NEC shall in terms of Rule 12.2.i of the ANC Constitution "issue documents and other policy directives as and when it deems fit." And

(ii) Under Rule 26.1 "The NEC may adopt rules and regulations for the better carrying out of the activities of the ANC."

3. **DEFINITIONS**

(a) **Member of the ANC:**

(i) The standard use of the word ‘member’ is that of a person belonging to a club, group or political party/organisation;

(ii) Rule 4 in the ANC Constitution addresses membership of the organization. Therefore in this context the word “membership” shall whenever used in this document have the same meaning as contained in the ANC Constitution;

(iii) Furthermore, being a “member” shall mean that one has formally applied for membership of the organisation and is duly issued with the membership card as confirmation, i.e. card-carrying member;

(iv) The ANC Constitution does not have a definition of membership that would imply who, among its members, may be considered to be a cadre; and

(v) The Deployment Policy shall now for the purpose of clarity and for the need of building and developing the organisation make a clear distinction between a “member” and a “cadre”, as shall be explained below.

(b) **Cadre of the ANC:**

(i) The conventional use of the word ‘cadre’ is that of a person with special attributes. Such combination of words as “key personnel”, “highly trained”, “a permanent nucleus or framework of a political or military unit”, or “special unit” would best depict some of the aspirations of a cadre.
(ii) The ANC defines a ‘cadre’ only by implication. In documents or speeches of its leaders, especially those encompassing the period of exile when it was a banned organisation, it can be understood to mean a member of the organisation who:

- has been with the organisation for sometime;
- has received some form of training from the organisation and is knowledgeable about the organisation itself;
- has a particular profession gained from within the organisation;
- is an embodiment of the principles of the organisation, the life, the body and soul of the ANC and the National Revolutionary Movement;

(iii) The ANC Strategy and Tactics document as amended and adopted at the 52nd National Conference in December 2007 states: “And wherever they are to be found, ANC cadres should act as the custodians of the principles of fundamental social change; winning respect among their peers and society at large through their exemplary conduct. They must be informed by values of honesty, hard work, humility, service to the people and respect for the laws of the land.”

(iv) Furthermore, in this document under the heading “Organisational Leader Of Change: Character Of The African National Congress” the following is stated:

“Given the vision of a national democratic society and the motive forces of change, what should be the character of the movement to lead social transformation? To carry out the NDR in the current phase requires a progressive national liberation movement which:

- understands the interconnection between political and socio-economic challenges in our society;
- leads the motive forces of the NDR in pursuing their common aspirations and ensuring that their sectoral interests are linked to the strategic objective;
- masters the terrain of electoral contest, utilises political power to advance the objectives of the NDR and wields instruments of state in line with these ideals as reflected in the National Constitution;
- organises and mobilises the motive forces and builds broader partnerships to drive the process of reconstruction and development, nation-building and reconciliation; and
- conducts itself, both in its internal practices and in relation to society at large, in line with the ideals represented by the NDR and acts as a microcosm of the future.
The African National Congress is such a movement."

(v) Therefore the following shall be among the traits found in the personal attributes of an ANC member who has to become a cadre: The member shall:

- have received a thorough induction on the organisation;
- received special training designed and acquired through the structures of the organisation;
- be ready to protect the constitution of the ANC and interpret its provisions and the policies in such a way that it encourages and builds unity within the movement;
- be beyond reproach at all times;
- be fair, consistent, fearless and at all times be disciplined;
- be committed to collective and organisational processes;
- be able to take criticism and learn from it;
- be the custodian and guardian of the organisation at all times wherever and whenever he/she is;
- always respond to the call of the ANC;
- be able to combat factionalism, any attack on the organisation and sectarianism at all times;
- not be driven by material or financial gains at the expense of the principles and policies of the organisation;
- display integrity, humility and commitment to serve the people;
- always put the interest of the organisation first; and
- have received advanced training from the ANC Political School.

(c) Supporter and Sympathiser of the ANC:

(i) Firstly, this individual is not a card-carrying member of the ANC. This individual either supports or sympathises with:

- all or part of the aims and objectives of the ANC, and/or
- all or part of the programmes of the ANC; and/or
- all or part of the activities undertaken by the ANC.
(ii) Secondly, this individual might be a card-carrying member of a party and/or organisation which supports and/or sympathises with:
   • all or part of the aims and objectives of the ANC, and/or
   • all or part of the programmes of the ANC; and/or
   • all or part of the activities undertaken by the ANC.

(iii) Thirdly, this individual might be a card-carrying member of a party and/or organisation which opposes:
   • all or part of the aims and objectives of the ANC, and/or
   • all or part of the programmes of the ANC; and/or
   • all or part of the activities undertaken by the ANC.

(d) Deployment:

(i) The following definition should be read together with paragraph 55 to 57 and paragraph 59 of the ANC 52nd National Conference 2007 – Resolutions - see annexure A & B below.

(ii) Deployment is a process defined by the ANC as the time to identify cadres and members with the required personal attributes and relevant skills who must serve in particular key centres of power and in other levels of both public and private sectors.

(iii) Therefore deployment in the ANC shall be summarised as having only one meaning: that is identifying those individuals with the required personal attributes and the relevant academic qualifications who are prepared to serve and put the interest of the people first at all times.

(iv) All members and cadres so deployed shall at all times owe their allegiance to the organisation and not to individual members within the organisation.

(v) The ANC must also recognize that there are individuals of rare talent and skill amongst South African Citizens who are not members. Such individuals who subscribe to the principles and values of the South African Constitution will be considered to be deployed to specific areas of need and speciality.

(vi) Deployment shall be carried out in the following order of preference:
   • Cadre
   • ANC member
   • Supporter/sympathizer
   • Non ANC member
(e) **Key Centres of Power:**

These are
(i) The State
(ii) The Economy
(iii) Organisational Work
(iv) Ideological struggle, and
(v) International work
(vi) Civil Society Organisations

4. **COMPOSITION OF DEPLOYMENT COMMITTEES**

(a) **National Deployment Committee (NDC):**

(i) It shall consist of not less than nine (9) members that include the Deputy President, Deputy Secretary-General and seven (7) others.

(ii) The seven additional members under 4 (a) (i) shall include two (2) representatives of the ANC Alliance partners that shall only act as a point of reference.

(b) **Provincial Deployment Committee (PDC):**

(i) It shall consist of the Chairperson, the Secretary, and seven (7) others.

(ii) The seven additional members under 4 (b) (i) shall include two (2) representatives of the ANC Alliance partners that shall only act as a point of reference.

5. **DEPLOYMENT OF PRESIDENT OF THE COUNTRY**

(a) **Criterion (Qualities):**

(i) As determined by the National Elective Conference of the ANC.

(b) **Rules:**

(i) 52nd National Conference Resolution 57 "At national government level, Conference agrees that the ANC President shall be the candidate of the movement for President of the Republic."

(ii) Occupation of the Office of the Presidency shall be for not more than two consecutive terms;

(c) **Procedures:**

(i) The procedures to be followed shall be those stipulated in the ANC Constitution and the constitution of the country.
6. DEPLOYMENT OF PREMIERS

(a) **Criterion (Qualities):** In addition to all the qualities that characterises a cadre of the ANC under 3 (b) (v) above, this cadre shall:

(i) display good leadership qualities: integrity, good communication capabilities, consistency, transparency, ability to bring out the best in people and be able to treat all people with dignity and respect;

(ii) be fully adherent to the policies, programme and the Constitution of the ANC;

(iii) display a comprehensive understanding of his/her leadership of the ANC, the state and society; and

(iv) display a comprehensive understanding of the international situation.

(b) **Rules:**

(i) 52nd National Conference Resolution 57 "At provincial government level, the PEC should recommend a pool of names of not more than three cadres in order of priority who should be considered for Premiership, and the NEC will make a final decision based on the pool of names submitted by the PEC. Those members of either the PEC or NEC who are being considered for deployment should recuse themselves when decisions affecting them are made."

(ii) Occupation of the Office of the Premier shall not be for more than two consecutive terms;

(c) **Procedures:**

(i) The procedures to be followed shall be those stipulated in the ANC Constitution and the provincial legislation.

7. DEPLOYMENT OF MAYORS

(a) **Criterion (Qualities):** In addition to all the qualities that characterises a cadre of the ANC under 3 (b) (v) above, this cadre shall:

(i) display good leadership qualities: integrity, good communication capabilities, consistency, transparency, ability to bring out the best in people and be able to treat all people with dignity and respect;

(ii) be fully adherent to the policies, programme and the Constitution of the ANC;

(iii) display a comprehensive understanding of his/her leadership of the ANC, the state and society; and
(iv) display a comprehensive understanding of the international situation.

(b) Rules:

(i) 52nd National Conference Resolution 57 “At local government level, the REC should make recommendations of not more than three names of cadres in order of priority who should be considered for mayorship, and the PEC will make a final decision based on the pool of names submitted by the REC. Those members of either the REC or PEC who are being considered for deployment should recuse themselves when decisions affecting them are made.”

(ii) Occupation of the Mayoral Office shall not be for more than two consecutive terms.

(c) Procedures (implementation):

(i) The procedures to be followed shall be those stipulated in the ANC Constitution and the municipal legislation.

8. DEPLOYMENT IN THE OTHER CENTRES OF POWER

(a) Cabinet:

(i) The prerogative of the President to appoint and release members of cabinet shall be exercised after consultation at least with the officials of the organisation.

(b) Members of the Executive Council:

(i) The prerogative of the premiers to appoint and release members of executive councils shall be exercised after consultation at least with the chairperson and/or secretary of the province and the Secretary-General of the ANC, [because of 6 (b) (i) above];

(c) Members of the Mayoral Committee

(i) The prerogative of the mayors to appoint and release members of mayoral committees shall be exercised after consultation at least with the chairperson and/or secretary of the province, and the Secretary-General of the ANC;

(d) National Assembly/ Members of Parliament:

(i) National lists & MPs: through the ANC internal democratic process and the constitution of the country.
(e) Legislatives/ Members of the Legislature:

(i) Provincial lists: through the ANC internal democratic process and the provincial legislation.

(f) Local Governments:

(i) Municipal lists: through the ANC internal democratic process and the municipal legislation.

(g) Parastatals (Public Owned Entities)

(i) The Deployment Committees shall ensure that the best among cadres/members/supporters/non-ANC members are identified.

(ii) It shall be important to follow the normal recruitment procedures.

(h) Independent statutory commissions, agencies, boards

(i) The Deployment Committees shall generate three names of the identified cadres/members/supporters/non-ANC members.

(i) Ambassadorial appointments and posts

(i) The Deployment Committees shall generate three names of the identified cadres/members/supporters/non-ANC members.

(j) International organisations and institutions

9. NON-STATE CENTRES

Influence deployment in the following areas:

(a) Business

(i) Financial
(ii) Industrial
(iii) Agricultural
(iv) Small & Medium

(b) Social & Cultural Institutions

(i) Religious bodies
(ii) Sports bodies
(iii) Cultural organisations
(iv) NGO
10. RECALL, REDEPLOYMENT AND WITHDRAWAL

(a) It should be given that those structures with the authority to deploy should also have the authority to recall, redeploy and withdraw a cadre/member from any deployment. Any such recall, redeployment and withdrawal shall be done with justifiable reasons.
ANNEXURE A

ANC 52ND NATIONAL CONFERENCE 2007 RESOLUTIONS

“DEPLOYMENT OF CADRES

55. Conference affirmed that the ANC remains the key strategic centre of power, which must exercise leadership over the state and society in pursuit of the objectives of the NDR. This means that the structures and collectives of the movement must make the decisions on the direction our country should take collectively.

56. Conference thus instructs the incoming NEC to review the political management of the deployment process and ensure the implementation of the 1997 Resolution on Deployment, with a view to strengthening collective decision-making and consultation on deployment of cadres to senior positions of authority. This includes strengthening the National Deployment Committee.

57. The conference further decided on the following specific approaches with regards to deployment, as discussed at the National Policy Conference:

- **At local government level**, the REC should make recommendations of not more than three names of cadres in order of priority who should be considered for mayorship, and the PEC will make a final decision based on the pool of names submitted by the REC. Those members of either the REC or PEC who are being considered for deployment should recuse themselves when decisions affecting them are made.

- **At provincial government level**, the PEC should recommend a pool of names of not more than three cadres in order of priority who should be considered for Premierships, and the NEC will make a final decision based on the pool of names submitted by the PEC. Those members of either the PEC or NEC who are being considered for deployment should recuse themselves when decisions affecting them are made. The provincial leadership, especially Officials, should be afforded space to make an input on the deployment of MECs.

- **At national government level**, Conference agrees that the ANC President shall be the candidate of the movement for President of the Republic. * The prerogative of the President, premiers and mayors to appoint and release members of cabinet, executive councils and mayoral committees should be exercised after consultation with the leadership of the organisation.

- The incoming NEC should develop criteria for candidates to be deployed to senior positions in government, such as President, Premiers and Mayors.”
ANNEXURE B

“LIST PROCESSES

59. Conference resolves that we should strengthen list guidelines and processes for public representatives to enhance democratic participation, ensure that we select and deploy the best cadres for public office and involve the broader community in our candidate selection processes. We also need to ensure that we attract people with skills and ensure the broadest possible sectoral spread in our public representative corps. The current guidelines need to be strengthened to enhance accountability mechanisms and performance of public representatives.”
ANC 52nd NATIONAL CONFERENCE 2007 RESOLUTIONS

"DEPLOYMENT OF CADRES"

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- **At provincial government level**, the PEC should recommend a pool of names of not more than three cadres in order of priority who should be considered for Premiership, and the NEC will make a final decision based on the pool of names submitted by the PEC. Those members of either the PEC or NEC who are being considered for deployment should recuse themselves when decisions affecting them are made. The provincial leadership, especially Officials, should be afforded space to make an input on the deployment of MECs.

- **At national government level**, Conference agrees that the ANC President shall be the candidate of the movement for President of the Republic. "The prerogative of the President, premiers and mayors to appoint and release members of cabinet, executive councils and mayoral committees should be exercised after consultation with the leadership of the organisation.

- The incoming NEC should develop criteria for candidates to be deployed to senior positions in government, such as President, Premiers and Mayors."
STATEMENT OF THE ANC NATIONAL WORKING COMMITTEE
1 December 1998


The NWC discussed and adopted a document on the ANC deployment strategy. The deployment strategy will provide broad guidelines for deployment of ANC cadres to all areas which the movement regards as crucial for the transformation project. The deployment strategy will ensure that the movement deploys its cadres in accordance with their knowledge, skills, abilities and experience.

A deployment committee headed by ANC deputy president Jacob Zuma has been established and will advice the National Executive Committee on all matters of deployment.

[Other members were Nkosazana Zuma (NWC), Zola Skweyiya (NWC), Mbhazima Shilowa (head of Cosatu), Blade Nzimande (head of SACP), Thenjiwe Mthintso (ANC DSG), Max Sisulu and Mendi Msimang (ANC TG.) – PW]

The NWC received notices from Mac Maharaj, Joe Modise and Sibusiso Bhengu and Dave Daring indicating that they will not be available to serve as Member of Parliament after the 1999 election. All have indicated that they will continue to serve the ANC in their other capacities and have further indicated that they will accept other deployments. Future deployment for these comrades will be made on the advice of the ANC deployment committee.

By Secretary General - Kgalema Motlanthe
Issued by Thabo Masebe, ANC Department of Information and Publicity, 1 December 1998
CADRE POLICY AND DEPLOYMENT STRATEGY:
FACING THE CHALLENGES

1. Introduction

The 50th Conference in 1997 adopted a detailed resolution on Cadre Policy, with an emphasis on a Cadre Development and Deployment Strategy. In this discussion document, we will look at:

- the key elements of our Cadre Policy;
- evaluate our deployment strategy since 1994; and
- reflect on what should guide a deployment strategy in the current phase.

2. Elements of Our Cadre Polity

The "Commission on Cadre Policy and Ideological Work" at the National Consultative Conference at Kabwe in June 1985 identified the following as key elements of a Cadre Policy:

(a) Recruitment: Emphasis was placed on recruitment from those sections constituting the motive forces of the NDR and ensuring that potential recruits are made to understand and accept the basic policies and programs of the ANC;

(b) Education and Training: this is divided into ideological, moral, academic, military (in the context of the armed struggle) and cultural education. Political and ideological training should enable cadres to exercise political leadership and be organisers. It should include patriotism and the inculcation of 'sterling' attributes such as loyalty, discipline, dedication and determination. At Kabwe a call was made for the movement to set up its own Political School.

(c) Deployment and Redeployment: this must be according to speciality, aptitude, qualification and capability. Though in principle a revolutionary must be ready to serve in any capacity, in practice the aptitudes and wishes of individuals should be taken into consideration wherever possible. Cadres should be correctly placed and promoted at the right time so that they may fully apply their talents and creativity.

(d) Promotion and Accountability: The political performance of cadres, thorough knowledge of everyone's work ability and personal life should guide placement and promotions. We should guide against favouritism, opportunism, regionalism and ethnic or sex discrimination. Those in position of seniority should display keen interest in the performance of cadres under them, check on their performance, encourage them and monitor their participation in the political life of the movement. Those who perform badly at their tasks should be confronted with a view to improving their performance.

(e) Preservation of cadres: The unity and cohesion of the movement and a spirit of togetherness is essential. Preservation should include considerations around working conditions, preservation of skills, health and security.

3. Learning from the past and new challenges

The implementation of our deployment strategy, in addition to the new tasks arising from the Strategic objective, will have to take in consideration the historical evolving of our cadre policy and the new issues and challenges facing our cadreship as collectives and individuals:
(a) During the liberation struggle, ANC cadres were mainly professional activists whose entire lives centred around the struggle. All other aspects of their lives (family, personal ambitions, etc.) were subjected to the pursuit of this struggle. This was particularly true for those who were in exile; the movement was their family, employer and community. Activism inside the country tended to take on the similar dimensions. During the repression of the 70's and 80's activists inside the country were often victimised in their work situation and their family lives interrupted.

The Kabwe Consultative Conference in June 1985 had a commission on Cadre policy, where it dealt with a number of issues, some not unlike what we are facing today.

(b) The movement during the early 80s started a process of preparing for governance with the establishment of policy departments. The Department of Manpower (DMP) was responsible for the human resource development of ANC cadres. It stepped up the programme to send cadres for academic and professional training.

As the movement grew in stature internationally, many more countries offered to train our cadres at their institutions of learning. A significant number of black students from within the country were also recruited for overseas studies through programs by the British Council and the United States Information Services.

The Kwabe Cadre Policy Commission, for example, noted that flee US government had set aside $6-9 million for scholarships for black students and resolved that the movement should appoint a full-time organiser to do work amongst these students.

(c) The legalisation of the ANC created the possibility for the movement to rapidly increase its membership. Naturally, many patriots seized this opportunity to join the organised forces of the NDR. Inevitably, many new members were people who were not steeped in the policies and organisational culture of the ANC. The process of instilling the policies and organisational culture among these new cadres could only take place as a result of a gradual exposure to the traditions of the movement.

The great advantage the movement had was that it nevertheless had policies, a strategy and tactics, an organisational culture and programme of action which all activists could relate to, whatever their depth of understanding.

We also had a large core of experienced cadres who had been carrying out legal activities as well as underground political and military work in the country or had been in prison or exile.

(d) The reality of our mass entry into government in 1994 has also thrown up challenges which were either not pronounced ha, or were foreign to the previous epoch. For example, being a member of the ANC before 1990 meant persecution and even death.

Being a member of the ANC today is perceived as opening up possibilities of material and social advancement, either in the form of public or civil service positions or opportunities for enrichment through government economic empowerment programme.

Under Apartheid, a limited range of career possibilities were opened to black people and women. The advent of democracy and the commitment of the new Constitution to affirmative action, opened a much larger choice of career paths to cadres - at least in theory. This does mean greater scope for the realisation of individual preferences and ambitions.
(e) The other side of the coin is the limits which are being placed on career options in a context where the majority of our people have been deprived of quality education, experience and skills. This is compounded by civil service and private sector rules which do not recognise prior learning and experience.

This can result in competition for positions as elected public representatives within our structures where the requirements for qualifications are not same. This was compounded in the context of our high unemployment figures and the absence of a co-ordinated deployment strategy.

(f) The advent of the democratic order also means different expectations in the context of the family lives of our individual cadres. In the past, families may have understood why our comrades could not contribute towards their financial and emotional well-being whilst in prison, exile or in hiding. Today, we are expected to be an integral part of our family rituals and gatherings - extended, nuclear or otherwise.

(g) This has implications for our deployment strategy, because decisions about individual comrades impact on the financial contributions and demands on time of their families. For women cadres (because child-rearing is still mainly women's responsibility) it means choices about when to have children, and when they do have children, to maintain the balance between the demands of work/deployment and their family responsibilities.

4. Evaluation of our Deployment Strategy

Some components of our Cadre Policy have been implemented over the last few years. These include our political education and cadre development programme, our journal Umhlabulo, the piloting of the Political School and the recently introduced compulsory induction for all newly elected PEC's and REC's.

Initial steps taken on the deployment component of our Cadre Policy are:

- locating the responsibility for the deployment and accountability of public representatives in the Office of the Secretary General;
- decisions on deployments to key positions in different centers of power by the Officials and/or the NWC;
- guidelines for the List conferences;
- provincial discussions papers on deployment; and
- the decision by the NEC in August this year on the deployment of Premiers.

However, we have often lacked a coherent strategy which links the different elements of our Cadre policy in a programmatic manner consistent with the changed requirements of the NDR, especially after the 1994 elections.

Thus Cde Nelson Mandela at the opening of the 49th Conference in December 1994 remarked that "ours was not a planned entry into government. Except for the highest echelons, there was no planned deployment of cadres. We were disorganised, and behaved in a manner that could have endangered the revolution."

The most common of the weaknesses of our deployment strategy during this period include:

(a) There was an over-concentration of our best and most talented cadres into legislatures and the executives, at the expense of other sectors of social activity. This has resulted in:
- a fairly large percentage of our MP’s and MPL’s being redeployed to other sectors during the course of their term.

- a weak tier of local government, with many ANC councilors being fairly inexperienced.

- the weakening of ANC constitutional structures and its political centre, for example there was only one member of the NEC working full-time at headquarters during the last NEC term of office.

(b) There was no comprehensive and co-ordinated plan to deploy cadres to other critical centers. This has led to a situation where individuals deploy themselves, thus undermining the collective mandate. Another consequence is that experienced cadres are sometimes displaced, de-activated or at best, under-utilised. This has contributed towards the slow pace of transformation in some critical areas.

(c) Insufficient preparations for governance at all levels, due to the objective reality of Apartheid excluding the majority of competent and skilled black people from senior positions, as well as lack of information about what really went on in the different organs of the state under the apartheid government;

(d) Weak mechanisms to support cadres deployed with little supervision and monitoring of their work performance and ongoing political and professional development.

(e) Insufficient criteria in the first place for the type of competencies (politically and otherwise) we need for different positions, leading to a number of reshuffles in important areas. For example, there has been a high turnover in most provinces of MEC’s for Education; and

(f) The absence of clear guidelines for redeployment or recall, with the result that redeployment is often met with resistance and seen as demotion or punishment.

Challenges and Tasks

1. Short and long-term tasks

The Commission on Cadre Policy, Political and Ideological Work at the Kabwe Conference in 1985 noted that "...the Cadre Policy of an organisation is determined by the tasks which are short and long-term in the revolution." In the discussion document ‘Is the NDR still on Track?’ (1996), we said that the first and most visible act of any revolution is the transfer of political power. This entails taking control of the state machinery and introducing new political and social relations. It will be a long process, but the motive forces should have both the capacity and the intention to begin implementing fundamental change in all areas.

One aspect of this is balanced deployment of cadres for effective intervention on all fronts, including the governmental, parliamentary and extra-parliamentary, with proper co-ordination amongst all these levels, to ensure that we act as one movement, united around a common policy and bound by a common programme of action.

The document identified six areas of power, which are echoed in the recent Strategy and Tactics document, when it elaborates the programme of the NDR and the five pillars as immediate tasks in the current phase of the NDR. These centres of power relate to the following tasks, namely
(a) building and strengthening the ANC as a movement that organises and leads the people in the task of social transformation;

(b) deepening democracy and the culture of human rights and mobilising the people to take an active part in changing their lives for the better;

(c) strengthening the hold of the democratic government on state power, and transforming the state machinery to serve the cause of social change;

(d) pursuing economic growth, development and redistribution in such a way as to improve the people's quality of life; and

(e) working with progressive forces throughout the world to promote and defend our transformation, advance Africa's renaissance and build a new world order.

2. Centers of Power and Deployment

2.1 Our first responsibility in developing an approach to deployment in the present phase, is to establish what the principal tasks of the revolution are. This must then lead us to decide what forces we have (or have to prepare to deploy) to accomplish each of these tasks. In addition, we must have a clear understanding of the system of supervision and decision-direction we need to put in place, to ensure that our army of cadres discharges their responsibilities in accordance with decisions which the movement have made.

2.2 In doing so, we should therefore look at the programme and pillars of the NDR set out in our Strategy and Tactics, and identify the strategic and deployment tasks in each center of power. The detail of this should done with the relevant NEC subcommittees, responsible for different areas of work over the years. These strategic centers of power relate to the following areas:

(a) Deepening democracy, human rights and governance
(b) Transformation of the State Machinery
(c) Economic Transformation
(d) Meeting social needs
(e) The content and depth of national debate - hegemony
(f) Mass work, the mobilisation, education and organisation of the motive forces
(g) International arena
(h) Safety and Security

2.3 Accordingly, we must therefore strengthen the political and administrative control and supervisory structures of the ANC at:

(a) national headquarters of the ANC
(b) provincial offices of the ANC
(c) regional offices of the ANC
(d) constituency offices of the ANC
(e) national parliament
(f) provincial legislatures
(g) metropolitan councils
(h) metropolitan executive councils
(i) the civil service

2.4 We must strengthen our leadership of all parastatals and statutory bodies, in order of importance and the priorities and programme of the NDR.
2.5 Strengthening our leadership in all other sectors of social activity, including:-

(a) the economy
(b) education, science and technology
(c) sports, recreation, arts and culture
(d) mass popular organisation; and
(e) mass communication.

Implementing our deployment strategy

1. Our Approach to deployment

Maximal or minimalist?

After engaging in the process of identifying the key strategic tasks, the institutions and the deployment issues in each center of power, we should then agree on our broad approach to deployment.

On the one hand, a maximal approach would argue that in order to push forward our transformation agenda, we need our cadreship in all key positions.

A minimalist approach would argue that all the movement should do is to concern itself with the deployment of its cadres to its party lists as public representatives (MP's, MPL's, Councilors). With this approach, deployment in other areas will depend on individual choice. Although there may be a process of consultation with the constitutional structures, this will merely be to say that "comrades have generally agreed to my taking this position because its strategic!"

Clearly both of the above positions have its dangers. Although we have a responsibility as a registered political party to contest elections and thus field candidates, we are a mass movement which should drive the process of transforming our society. To approach this with a laissez fair attitude would be tantamount to adopting a triumphalistic position that we achieved all the goals of the NDR in 1994!

Winning hegemony

We should therefore in our deployment strategy find a middle road. This will include recognising that in order to change institutions you need the correct policies, a legislative and institutional framework and programmer, but also the correct people to make a difference. Our programme of prioritising key centers of power for deployment should therefore continue. However, this should not be a mechanical process of simply deploying your troops, but should go hand-in-hand with the movement having a programme of engaging with the institutions we seek to transform - hence the importance of our decision for the continual mass presence of the ANC.

What this means for individual cadres deployed to various institutions or sectors, is that they are not merely towing the party line. They are organisers who must ensure that the policies and programmes of transformation are carried out in the context of an environment where there are people who don't share our vision.

The responsibility of our cadres (e.g. those located within the state) in such circumstances is to use whatever power they have to ensure that transformation policies are accepted and implemented.
As a movement, we are committed to participatory governance and creating the space for everyone to make their submissions (for example through the parliamentary processes of public hearings) and engaging with civil society organs on key policies.

Although we can use our majority in parliament or elsewhere to drive through transformation, this does not mean that we should not - every step of the way and even when we are implementing our policies - shy away from engaging in the battle of ideas about our policies. In our participation in institutions - whether of the state or civil society - as cadres of the movement, we should have respect for the internal processes of the structures and institutions we are part of.

Hence comrades who were part of the ANC underground in the unions during the 80's argued that they must respect and are bound by the democratic processes within the unions, even if the unions took a position different from the official line of the movement. Their responsibility was to pursued and win hegemony for ANC positions within the unions, not to impose those positions.

On the other hand, cadres deployed to different sectors have a responsibility to brief the movement about key issues in their sectors and sensitisate it when its policy or tactical positions with regards that sector may need re-examination, given their concrete experience of that sector.

2. **Practical steps**

The 50th Conference resolution instructed us to set up Deployment Committees and to develop and implement a deployment strategy for the movement at all levels. What are the immediate tasks which we need to take on towards implementing this mandate? We need to do the following:-

(a) Elaborating the strategic tasks, institutions and deployment implications for each power center.
(b) Setting up the Deployment Committees at all levels.
(c) Skills audit of all our cadreship and developing a database.
(d) Audit of all positions available in different centers, prioritise and identify areas where we lack sufficient cadres with experience and thus need to have a development programme.
(e) Immediate priorities for the Deployment committee:
- those who serve in elected public positions (MP's, MPL's) during this term of office and those nominated to serve in such positions through our list process; this should be done in co-ordination with the List Committees;
- those from the broad democratic movement who are already place in managerial positions in various areas of social activity;
- experienced and loyal cadres who might have been demobilised from active struggle for one reason or the other;
- those falling outside of these categories, but are members, supporters and fellow nationals (who may be apolitical, but who are democratically minded and want to contribute to the country) who have required skills and experience.
(f) Ensure at all times an ongoing link between the recruitment of members (through our branches and within the centers we are deployed), our political education and cadre development programme and our deployment strategy.
(g) Guidelines on accountability, supervision and co-ordination for cadreship deployed to
different centers.

(h) A human resource development approach which includes the following dimensions:-

- the mobilisation of youth and students in higher education, so that they embrace
  our perspective of transformation and therefore form part of the pool of qualified
  cadres for deployment;

- making use of our international relations to encourage placements and further
  professional development of cadres in key areas of our society, contributing
  towards our short, medium and long-term succession plans.
RESOLUTION OF THE 50TH NATIONAL CONFERENCE (1997) ON:
CADRE POLICY

Conference Notes:

☐ The importance for the process of transformation and the mass character of the ANC, of having an army of conscious, committed and properly deployed cadres;

☐ The advance made to put in place a national political education programme and the need to learn from programmes already being implemented in the ANC and the Alliance;

☐ The need to continually seek to expand our cadreship and membership base, with ever growing numbers of people committed to transformation and change;

☐ The critical role of political leadership in the transition period, and the need to deploy cadres to various organs of the state, including the public service and to other centres of power in society;

Further Noting:

☐ The degree of tension which may exist between senior political figures who occupy positions on the executive structures of the ANC and who also function as public servants;

☐ The lack of a deployment strategy over the last few years, and the resultant lack of effective utilisation of our broad cadreship.

Believing That:

☐ The attributes of cadres for this phase of our struggle should include discipline, humility, modesty, a commitment to serve the people, a commitment to all-round self-improvement, criticism, self-criticism, national and gender consciousness and commitment to the collective and organisational processes;

☐ Our Cadre Policy and Deployment Strategy should directly relate to the National Democratic tasks as set out in our Strategy and Tactics document; and

☐ Our Cadre Policy should actively contribute to the building of strong structures and programmes; thus recognising that a Cadre Policy can only flourish within the context of a mobilised, strong and active organisation.

Conference Resolves:

On The Development Of Our Cadres:

☐ A programme to raise general political consciousness in the organisation through:
  ☐ mass campaigns,
  ☐ compulsory induction of new members and executive committees at all levels, a programme of gender education,
  ☐ support to the Youth League and Women's League as schools for generations of youth and women in the traditions of the movement,
  ☐ support for the ongoing political education programme at all levels to sharpen our understanding of the issues of the day and develop common tools of analysis,
- engaging in joint programmes of cadre development with the Alliance partners, and establishment of the ANC Political School to ensure a targeted, intensive programme of further training for cadres;
- A programme to accredit participation in cadre development programmes which should assist in building the profile of our cadres and also assist when we elect leadership;
- A programme to encourage cadres at all levels towards personal and professional development, to acquire and improve skills necessary for the challenges of transformation;
- A deliberate programme of delegating work and giving responsibilities to as many cadres as possible to assist with their political and organisational development, and in the process learning through experience.

**On The Deployment And Redeployment Of Our Cadres:**

- Put in place a deployment strategy which focuses on the short, medium and long term challenges, identifying the key centres of power, our strategy to transform these centres and the attributes and skills we require from our cadres to do so effectively;

- The establishment of deployment committees in the NEC, PEC, REC and BEC, which in implementing the above strategy should:
  - discuss the deployment of comrades to areas of work on behalf of the movement, including the public service, parastatals, structures of the movement and the private sector;
  - such discussions of deployment of individual comrades be done with appropriate consultation with the cadre/s concerned;
  - ensure capacity building to prepare comrades for deployment and redeployment in various spheres;
  - do probity checks in all deployments and in general on appointments of staff;
  - provide support and forums for accountability for cadres so deployed;
  - refer disputes about the deployment or redeployment of cadres to the next highest structure for resolution;

- Decisions of the organisation, after appropriate consultation with individual cadres, are final and a breach of this policy shall constitute a serious offence to be considered by the appropriate structure.
ANC DEPLOYMENT SUB-COMMITTEE MEETING

Date: Friday, 11 May 2018
Venue: 10th Floor Boardroom, Luthuli House
Time: 08H30 - 10H10

Present:
David Mabuza (Chair), Jessie Duarte (Coordinator), Sdumo Dlamini (NEC), Mildred Oliphant (NEC), Sfiso Buthelezi (NEC), Susan Shabangu (NEC), Natso Khumalo (ANCWL), Skhumbuzo Mpanza (SANCO), Solly Phetoe (Cosatu), Meokgo Matuba (ANCWL).

Apologies:
Dr Nkosazana Dlamini Zuma

Minutes:
The minutes of the previous meeting held 19/03/2018 were adopted.

Inputs from Deployed Cadre in Government:

1. Department of Environmental Affairs

1.1 SANPARKS Board

A list of 48 names was made available with CV’s abbreviated. The Deployment Committee agreed that [REDACTED] could appoint an interim board that should add the names of ANC cadre as per her discussion with the DP.

[REDACTED] is requested to provide full details including work experience of the people to be appointed.
1.2 CEO Isimangaliso

Comrade Edna is allowed to choose from her identified short list. She is required to send full CV particulars to the next meeting of the Deployment Committee which sits on 21 May 2018.

2. Appointment of Non-Executive Members of the Board of Directors of SEDA an agency in the DSBD

2.1 [Redacted] expressed a view that the Deployment Committee creates a database of all ANC members who are deployed in every position in government, business, boards and also research names of those previously deployed.

2.2 [Redacted] provided a list of 10 names of which three (3) are from the previous board and their term expires in August 2018. The Deployment Committee requested two (2) spaces on the board. The names must reflect a better geographic spread, namely Free State, Mpumalanga and North West.

3. Public Enterprises board

A general point was raised that all the boards needed to be reviewed.

3.1 Eskom urgently needs to appoint a CEO.

The Deployment Committee agreed to support [Redacted]

3.2 The Eskom Interim board needed to be regularized and properly appointed within the existing rules of the state. [Redacted] will check the conditions under which the interim board was established.

3.3 Transnet Board

The CEO and CFO are members of the board. The CFO has been suspended and the position is vacant and will be advertised. The nomination to the board presented was pulled from the database of the DPE.
The Deployment Committee agreed that the Minister appoints an interim board. That he chooses six (6) people and the Deployment Committee will forward six (6) nominations to him by Friday 19 May 2018.

3.4 Denal Board

The Chair has resigned.

provided the names of 16 people of which two (2) spaces on the board are reserved for the CEO and CFO.

The Deployment Committee noted that there were three (3) vacancies and supported the nomination of as well as forward two (2) additional named by 19 May 2018.

3.5 SAA Board

The three (3) airlines are expected to be merged.

The Deployment Committee will provide four (4) names to . The appointment of a full time CEO is in abeyance until the issue of the merge is concluded.

A labour person is required on the board. The board must comply with EEA.

Black newly qualified pilots to be employed by SAA as interns.

3.6 SAFCOL

The board is to be replaced. The requirement is for 10 Non-Executive Directors.

will provide six (6) names and the Deployment Committee will provide four (4) names.

3.7 to provide a presentation at the next Deployment Committee.

The next meeting of the Deployment Committee is on 21 May 2018 at 8am, Luthuli House 10th Floor Boardroom.
Matters Arising:

In the meeting of 11 May 2018 the Deployment Committee agreed to forward names of people requesting for deployment to [redacted] for consideration in State Owned Enterprise Boards by 19 May 2018. On 18 May 2018 a list of abridged CV’s and the full CV’s were forwarded to Comrade Pravin Gordhan for consideration.

1. Denel Board

The Deployment Committee agreed to forward two (2) names by 19 May 2018 for consideration on the Denel Board.

The following people were appointed on the board:

1. [redacted] - Chairperson of the board
2. [redacted]
3. [redacted]
4. [redacted]
5. [redacted]
6. [redacted]
7. [redacted]
8. [redacted]
9. [redacted]
10. [redacted]
11. [redacted]
12. [redacted]

2. Transnet SOC Limited

The Deployment committee and [redacted] agreed that he chooses six (6) people and the Deployment Committee will forward six (6) nominations to him by Friday 19 May 2018.

The Minister has appointed a new interim board, pending a full appointment, in consultation with Cabinet. The interim board comprises of:
DEPLOYMENT COMMITTEE

10th Floor Boardroom
Luthuli House
03 AUGUST 2018 (9-12h00)

1. Welcome

The Deputy President welcomed the members to the meeting.

2. Apologies

- Cde Lindiwe Sisulu.
- The Secretariat need to re-check the e-mail addresses and mobile numbers.

3. Minutes of the Previous Meeting

The previous minutes were adopted, with the following amendments:

- Transnet Board, Cde Sisifo Buthelezi recused himself.
- All CVs were sent on Denel. Cde Simphiwe Nyanda was recommended to the Board of Denel, but he may have declined due to possible conflict of interests of his companies.
- It was noted that a person may have been appointed to the Board of Sanparks.
- There was a request for Cde Pravin Gordhan, Minister of Public Enterprises to present on the Transnet, Denel, SAA and SAFCOL.
- Follow up should also be made with Cde Edna Molewa, Minister of Environment, Cde Ayanda Dlodlo, Minister of Public Services on the ‘state of the State’.

4. COGTA – Municipal Demarcation

The Minister presented on two matters under consideration, the Municipal Demarcation Board (MDB) and the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission).

The process is beginning therefore the purpose of the Minister attending was to alert the Deployment committee, so that the Committee could encourage the competent persons to apply. MDB is expected to conclude by 19 February 2019 and the CLR on 28 February 2019.
The Minister requested for the Committee to take note that in terms of the MDB, a major challenge is that the Act is instructive, and many categories were pre-determined.

The Committee were quite heartened by the initiative of the Minister to present to the Committee well in advance. The Committee was appreciative of this, and hoped that other Ministers would emulate him.

5. Science & Technology

Minister Kubayi-Ngubane presented on the National Advisory Council of Innovation, the National Space Council, and the National Research Foundation Board. The Minister apologised that her office has seemed to have sent documents only to the Deputy President and not the Deputy Secretary General.

a) National Advisory Council of Innovation

The approach has been to attract young people, especially women with an interest in the sciences. Advertisements have already been placed.

It was advised by the Committee, that three form the previous Board is retained. Further noting that is firm supporter of the ANC. The view of the Committee was that attracting expertise should not be an excuse for the under-representation of women. Therefore the Committee resolved that the in the nine spaces that the Minister appoints, one of the men should be replaced by a woman.

The Committee also recommended that the Minister should try to ensure geographic spread and a balance amongst the various universities.

b) Space Agency

It was noted that there were more than 14 people, and a serious need for persons with an engineering background. There was a challenge on racial representivity, although in this matter there with 9 females as opposed to 6 males. However there had been no applications from the so-called ‘Coloured’ community.

c) National Research Foundation Board

The meeting noted that no-one can be appointed who holds a political office. Nevertheless, there seems to be a good team with a number of people associated with the ANC movement. There are 7 females and 6 males

6. Trade and Industry - Director-General

The Committee agreed on the Re-appointment of the Deputy-Chair of the National Consumer Commission.
However, the Deployment Committee preferred not to offer opinion on the other matters raised by the department on the Export Credit and Insurance Corporation and the Non-proliferation Council. The matters have been presented as a fait accompli and this is not the first time this particular department has done this. The Committee therefore resolved that the matters should be discussed with the Minister of Trade Industry and the Committee. The Minister should be invited to the next meeting of the Deployment Committee.

7. Transport – Chief of Staff of the Minister of Transport

The Committee was sympathetic of the challenge facing the Minister, in that the terms of office of the many of the boards within his Ministerial envelope were coming to an end, and he was appointed just recently.

It was agreed that the members must submit their proposals, and the abridged CVs must be submitted to the Minister. Furthermore, the Committee expected the Minister to meet with the Committee on the appointments to the board. The Committee will provide the names of 3 persons plus the one woman.

8. Request for Deployment (Abridged CVs)

This matter could not be discussed and was deferred to the next meeting.

9. Closure & Date of Next Meeting

It was agreed that the Committee would re-convene next Monday, 06 August 2018, and the Minister of Public Service and Administration, [Name], the Minister of Public Enterprises, [Name], the Minister of Trade and Industry, [Name], and the Minister of Environment, [Name], should be invited to present to the Committee.
DEPLOYMENT COMMITTEE

10th Floor Boardroom
Luthuli House
03 AUGUST 2018 (9-12h00)

1. Welcome
The Deputy President opened and welcomed the members to the meeting.

2. Apologies

- Cde Lindiwe Sisulu.
- The Secretariat need to re-check the e-mail addresses and mobile numbers of members as some members did not receive the invites.

3. Minutes of the Previous Meeting

The previous minutes were adopted, with the following amendments:

- Transnet Board, Cde Sifiso Buthelezi recused himself.
- All CVs were sent to [redacted] and they did not appear on the final list.
- [redacted] was recommended to the Board of Denel, but did not appear on the final list.
- It was noted that a person may have been appointed to the Board of Sanparks.
- There was a request for Cde Pravin Gordhan, [redacted] to present on the Transnet, Denel, SAA and SAFCOL.
Follow up should also be made with [redacted] Minister of Environment.

[Redacted] Minister of Public Services to be invited to come and present on the status of appointment of DG's.

4. COGTA – Municipal Demarcation Board, [redacted]

The Minister presented on two matters under consideration, the Municipal Demarcation Board (MDB) and the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission).

The process is still at the beginning therefore the purpose of the Minister attending was to alert the Deployment committee, so that the Committee could encourage the competent persons to apply. MDB is expected to conclude by 19 February 2019 and the CLR on 28 February 2019. The current CLR Board performance must be evaluated.

The Minister requested for the Committee to take note that in terms of the MDB, a major challenge is that the Act is instructive, and many categories were predetermined.

The Committee appreciated and commended the initiative of the Minister to present to the Committee well in advance and hoped that other Ministers would emulate him.
5. Science & Technology

presented on the National Advisory Council of Innovation, the National Space Council, and the National Research Foundation Board.

a) National Advisory Council of Innovation

The approach has been to attract young people, especially women with an interest in the sciences. Advertisements have already been placed.

The Minister recommended that the 3 members to be retained from the previous Board. The recommendation also include 3 developing researchers who are Doctors. It was noted that [redacted] was a firm supporter of the ANC. The view of the Committee was that attracting expertise should not be an excuse for the under-representation of women and that there should be a balance. Therefore the Committee resolved that the [redacted] spaces that the Minister appoints, one of the men should be replaced by a woman.

The Committee also recommended that the Minister should try to ensure geographic spread and a balance amongst the various universities.

b) Space Agency

Ministry expected to appoint the maximum 14 people, and needed a persons with an engineering background. The recommendation has 9 females and 6 males. However there had been no applications from the so-called 'Coloured' community.

The Committee recommended the appointment.

c) National Research Foundation Board

The meeting noted that no-one can be appointed who holds a political office. The committee was advised that one recommended member was married to a non-
South African. It was emphasised that this committee must drive transformation. Nevertheless, there seems to be a good team with a number of people associated with the ANC movement.

The committee recommended the names for appointment.

6. Trade and Industry - Director-General

The Committee agreed on the Re-appointment of the Deputy-Chair of the National Consumer Commission.

However, the Deployment Committee preferred not to offer opinion on the other matters raised by the department on the Export Credit and Insurance Corporation and the Non-proliferation Council. The matters have been presented as a fait accompli and this is not the first time this particular department has done this. The Committee therefore resolved that the matters should be discussed with the Minister of Trade Industry by the Committee. The Minister should be invited to the next meeting of the Deployment Committee.

7.

The Committee was sympathetic of the challenge facing the Minister, in that the terms of office of the many of the boards within his Ministerial envelope were coming to an end, and he was appointed just recently.

ACSA recommendations were accepted and the 3 names left for the committee. DSG was mandated to engage the Minister on the issue of Aviation.

SANRAL recommendations were accepted with one name added by the Minister. DSG was mandated to add from the database 1 name.

The committee resolve to request the Minister to come and present on the other processes to appoint Board members.

It was agreed that the members must submit their proposals, and the abridged CVs must be submitted to the Minister.
8. Request for Deployment (Abridged CVs)

This matter could not be discussed and was deferred to the next meeting.

9. Closure & Date of Next Meeting

It was agreed that the Committee would re-convene next Monday, 06 August 2018, and the Minister of Public Service and Administration, Cde. the Minister of Public Enterprises, Cde Pravin Gordhan, the Minister of Trade and Industry, Cde Rob Davies, and the Minister of Environment, Cde should be invited to present to the Committee. DSG was mandated to engage with the Ministers to be invited.
MINUTES OF THE DEPLOYMENT COMMITTEE

10th Floor Boardroom
Luthuli House
26 NOVEMBER 2018 (10- h00)

1. Welcome

Welcomed all, and apologised to all that we have not sat in a while for various reasons.

2. Apologies

- Cde Nkosazana Dlamini-Zuma
- [Redacted]
- [Redacted]
- Cde Jeff Radebe, the Deputy Minister will come in his place.
- Minister [Redacted]

3. Minutes of Previous Meeting

Minutes unanimously adopted without amendment.

Record people who attended the meeting as well.

4. CSIR – Minister [Redacted] 10:00 – 10:30

Finalising the board of CSIR, current term ends by December, and the new board will take over from January 2019. A pack has been prepared for briefing to the Deployment Committee.

Noted the emphasis on age. As well as the concentration of appointments from Gauteng. Noted the need for a board of experts and advised that some of the candidates with academic qualifications be re-looked at, especially candidates with qualifications in artificial intelligence. It was further noted that the current candidate...
is actually internationally based making meeting attendance very difficult. Also advised that there is greater non-racial representivity in future boards. Cognisant that the CSIR is an industrial research agency and not general research. Moreover, though, [redacted] will be removed so that a white person with experience in the Oceans economy be placed. Will inform the DSG office on the change.

5. SASSA CEO
   Minister Susan Shabangu
   10:30 – 11:00

Operating with an acting CEO since last year. Permission had been sought from the Deployment Committee to advertise. Requesting the Committee to grant permission for the final interviews of the short list of five (5) candidates to go ahead and the subsequent appointment.

The Committee commended that she has approached the Committee on every step.

The five are solely Black African. Advised to increase the interviews to seven people so as to include more national groups. Also cautioning that the advertisement making a preference, could be illegal. Apparently the advert was corrected. The water person, was the [redacted] and now that department is in the red, candidate number one discouraged. Investigate why the one candidate not employed.

6. Nuclear Energy Board
   Minister [redacted] Deputy Minister
   11:00 – 11:30

Will return with the short list and not just the nominated individuals. [redacted] Percentage of young people. Note that [redacted] is a member of the CSIR board as well, but that is not incorrect.

7. IDC
   Minister [redacted]
   11:30 – 12:00

CEO position of the IDC. There is the wider issue of the IDC board at another time, not today. The IDC is the main DFI for industrial funding, as a funder and a co-funder. It doesn't receive money from the state, but it's model is based on profit and then re-invest it to produce Black industrialists, young, women and rural areas.

The short list has already been done, and the interviews have been conducted.
In the light of that the Minister was advised to cast the net wider, and provide the long list so that a short list can be jointly arrived upon.

Monday, 3 December to meet again and finalise the matter, and Thursday or Friday (29 and 30 November 2018) will expand interviewed.

8. DIRCO
Minister

Deferred to the next meeting. Noting that she is a member of the Deployment Committee, but we acknowledge her hectic schedule. The DSG will take the presentation and it will be circulated. Need to look at the grading of the embassies. Next committee meeting will look at the grading based on DIRCO's explanations.

9. Request for Deployment (Abridged CVs)

Advertising the National Development Agency and corporate services and Disaster Management Fund

10. Closure

Treat everyone very fairly and consistently and help both government and the organisation.
DEPLOYMENT COMMITTEE

10th Floor Boardroom
Luthuli House
03 DECEMBER 2018 (08h30-12h00)

1. Welcome

2. Apologies

   - Cde Sifiso Buthelezi
   - Cde Jessie Duarte, Deputy Secretary General

3. Minutes of Previous Meeting (26 November 2018)

4. Energy Minister 9:00 – 9:30

The Deputy Minister also present, previously, the short list was requested. She explained that the advertisement was for all boards and therefore there is a list of 266 and the recommended names.

Nuclear Energy Board, requiring 8 members. The criteria used was that persons needed to understand board governance, audit skills, legal skills and technical skills for the nuclear sector, and human resource practitioners. There are persons in the later 30s, and there is a gender balance. The Chair is a long-standing member of the ANC, and all the members are from the ANC.

The recommended names are approved, but if there are changes the Ministry will inform the Committee.
The other Boards are Central Energy Fund, its subsidiaries PETROSAS, PRASA, Strategic Fuel Fund, i-Gas, African Exploration Mining Company, NECSA subs, the NTP (medical isotopes), NERSA. Should be presented in January.

Next meeting the proposal on all the Boards will be submitted, noting that a person should not serve for more than two Boards. Also noting that a member on the holding board, may serve on a subsidiary board. There are no former board members on the incoming board. There have been a litany of infractions, which resulted in the almost shut-down of NTP, and a host of audit queries. The list must be compared to the database for the common names.

5. Defence
Minister
9:30 – 10:00

Apologise for not bringing this matter to the Deployment Committee. Unsure that an Advisory Council – Defence Force Service Commission – needed to be brought to the Deployment Committee. The DFSC advises on the service conditions of the defence force.

There are 8 vacancies, based on the long list we are appointing three. After consideration by retired generals and parliament. The current applications only had one woman application.

The Deputy President will assist in ensuring that the President is briefed on matters relating to defence. There must be constant engagement between the Deputy President and Minister.

6. DIRCO
Minister
10:00 – 10:30

The Minister had to unfortunately cancel at the last moment. She has requested that her attend on her behalf. However, the Committee, as previously decided to not have advisors to make representations. It is also noted that there are two deputy Ministers. Noting that this is the last meeting for the year.
When the administration changed the letters of appointment of ambassadors were not updated, and some have had to return and those who have not yet left are now unemployed because they have not been appointed as well. The SG must be alerted, and the DP must raise the matter sharply with the Minister.

7. STATSSA Advisory Council

Previously the names were not brought to the Deployment Committee or Cabinet, so that there is no suspicion of interference or the veracity of the statistical conclusions. Therefore the names will be discussed at officials' level.

We must be cautious that previously this is how the Deployment Committee was avoided, even though in this particular instance the Advisory Council did not come to Cabinet or the Deployment Committee.

8. IDC
   Minister Patel

   Procedures were not followed (especially since the process was outsourced), but you are dealing with a bank. Therefore let the matter be concluded by the officials.

   We must be cautious that previously this is how the Deployment Committee was avoided. All Ministers must provide the Boards and the advertisements. It is important that we set out our scope.

9. Request for Deployment (Abridged CVs) 11:00 – 12:00

10. Closure 12:00

Let's work on who should be deployed to the many energy boards and the foreign deployments.
DEPLOYMENT COMMITTEE

10th Floor Boardroom
Luthuli House
22FEBRUARY 2019 (10-13h00)

1. Welcome 11h00 – 11h05

The Deputy President welcomed and opened the meeting.

2. Apologies 11h05 – 11h10
   - Cde Solly Mpaila, from the SACP, apologised for not being able to attend. They also have raised that we should meet more regularly and consistently on set dates. Also so as to discuss broader deployment issues, and not just names.
   - Agreed that on Fridays, twice a month, once in a fortnight.
   - Cde Bheki Ntshalintshali from COSATU has also apologised for not being able to attend
   - Cde [redacted] will have to leave before the meeting adjourns, due to other commitments, in particular the SACP CEC

3. Minutes of Previous Meeting & Matters Arising 11h10 – 11h15

   7 – letter not latter

   Minutes adopted unanimously.

4. COGTA – 11h15 – 11h30
Deputy Minister

**CRL Commissioners**

Initially, the nominees were mainly culturalists and the religious nominees were also from the evangelical churches, not the mainstream churches or the non-Christian religious. Therefore the Minister headhunted and added names.

There were 78 names and a shortlist of 37.

**Comments & Decision:** The Committee will not yet endorse the shortlist. The DSG, with each member here, will headhunt a certain number and approach certain groupings etc, and compile a preferred list, and submit a list by Friday next week. It will be confined to members of the Committee who are here. The Ministers will appoint four and the Committee to the Interview Panel.

The current Chair will not remain. Cde [redacted] will be the Chair and the current Deputy Chair will be retained.

**Municipal Demarcation Board**

The panel made up of judges have made recommendations, seven males and six females, geographic FS 3, Gauteng 1, and they cover the criteria. The Chair is full-time and the other board members are part-time. The current chair has requested to be recused as a Chair and Deputy Chair. The recommendation is that [redacted] is the new Chair.
The Board selects and appoints the Deputy Chair. It will have to be a woman.

**Comments:** Our input is limited, because the selection panel is appointed after consultation with the President. Happy that the current Chair is remaining as a member of the Committee. She was excellent as a Chair. The recommended person to Chair is highly qualified, although the ANC should support the person, similar to how [redacted] is supported in SALGA.

It is positive that there is a town planner also in the Board, since previously the Board has been rigid in their approach and not as rational as it should be.

It is noted that the Minister did previously inform the Committee about the pending appointment, however, the matter was not sufficiently followed up by the Committee and the sector organisations.

5. Social Development –
Minister Susan Shabangu

11h30 – 11h45

Advert for DDG for Corporate Services, as reported in the previous meeting. A position which has been vacant for eight years. The vetting has been concluded and the dpsa has been contacted to prepare the submission to Cabinet.

**Comment:** The Committee supports the recommendation.

The NDA
The NDA used to be under Treasury and over time has ended up with Social Development. It is an institution that needs to be reviewed, so that it can be a focused institution. Therefore there should be a temporary board (1 year) and not a five year board. The Act does not precludes the term being less than five years. There are 6 independent members and the rest from the department.

**Comment:** Only two are retained. and retained. 2 and 4 recommended. Retain the four and review the institution. We expect the motivation on the review from the Minister.

**SASSA**

The matter is being finalised.

6. Commission for Gender Equality 11h45 – 12h00

Received 90 applications, two withdraw and therefore 88 applications. Will shortlist 24, and recommend 8. Due to timeframe, must be done by 19 March 2019. Human resources on verification of qualifications and State security on vetting have not responded as yet.

The DSG’s Office has provided names of candidates.

**Comment:** The Committee endorsed the names.

7. Portfolio Committee on Communication (SABC) 12h00 – 12h15
There will be two engagements. One now, and when the names are finalised. Mainly, because the study group has not met. The Deployment Committee is scheduled to meet in two weeks time.

There are good candidates, based on the CVs, that have applied. The Study Group will consider the names and shortlist so as to ensure gender, skills, geographic spread, covering SABC and MDDA.

**Comment:** The Committee members will scrutinise the list and submit preferred applicants to be shortlisted, by Monday. They will return upon the interviews have been concluded.

**For Noting:**

8. Science & Technology - Minister
   Appointment of DDGs

9. Minerals - Minister
   Appointment of CFO

10. Application for Deployment

Sectors must update their lists, via the DSG's office.
g must update and finalise the overall list.

11. Closure

12h32 meeting closed.
DEPLOYMENT COMMITTEE

10th Floor Boardroom
Luthuli House
08 March 2019 (10-13h00)

1. Welcome

10h00 - 10h05

The Deputy President welcomed and opened the meeting.

2. Apologies

10h05 - 11h10

- The Communications Portfolio Committee apologised they will not make it to report.
- NkosazanaDlamini-Zuma
- Susan Shabangu
- Mokgagatubga
- Mildred Oliphant

The Committee is dependent on the co-operation and respect for process that includes the Deployment Committee by the Ministers serving in Cabinet.

In May, after elections, we host a Workshop with all newly-appointed Ministers, and Premiers of provinces. There is a general misunderstanding of the concept of democratic centralism, as well as lack of adherence to NEC authority. And we continue with the decision of every second Friday of the month we meet, whilst we are in the election campaign, we shall meet only when necessary.
3. Minutes of Previous Meeting & Matters Arising 10h10 – 11h15

Minutes adopted unanimously with the amendment on P3.

Matters arising on the Chair on the CRL, the nominee is in training to be an Ambassador, and therefore not able to be appointed. The DSG and Deputy President will discuss the alternatives for the CRL with the Minister.

Decision: Noted [redacted], who is also a UN Ambassador on Social Development, and a high profile person, could be the Chair. The Minister should consider a person from the Khoi and San community to also be included in the CRL.

Matters arising on the SABC Board. Initially, we had requested that Parliament appoint an interim board. But that was not possible, because there were still four members of the Board, and Parliament can only replenish the Board. The SABC Board interviews with the shortlisted candidates have been concluded. They will follow due processes and appoint the members of the Board before the elections. The Study Group has to present the names they are recommending. The new board must ensure that the debate and news mandate of the SABC is not outsourced. And it must have a person from organised labour. There should be a discussion on how the SABC Board is appointed.
4. DSG Report 11h15 – 11h30

Members of Parliament

The ANC will be approached by a number of persons, and ipso facto the Deployment Committee.

We must identify who can be deployed into the Foreign Missions, Boards, etc after consultation with the Officials. Look at the administration and advisors to Ministers. Noting that Attaches in missions have to come from their respective departments.

We need to get a sense of their skills.

Comments & Decision:

DGs Contracts

Comments: Consult with the Officials on the DGs who’s terms are coming to an end. Consult with [Redacted] on this list. Those who are under 65, and performed well and must stay.

Vacant Missions:

Comments & Decisions: Who is acting in these ‘vacant’ positions.

[Redacted] matter must also be dealt with. We need to look at where we deploy [Redacted]. The Deployment Committee should call him.

[Redacted] is also available for international deployment.
Need to reconcile the work of the Committee and the provincial deployment committees. Must meet with the Provincial Deployment Committees.

The DSG and DP will take the matter to the Officials.

There should be a strongly worded message from the Deployment Committee to the officials. All deployments in that area are henceforth stopped.

5. Communication Portfolio Committee (SABC) 11h30 – 11h45

Comment: Discussed in Matters Arising

6. Public Works 11h45 – 12h00

Presentation on appointment of the CFO

The person has been acting in the position. He is young and an enthusiastic worker.

Presentation on appointment of Property Management Entity

The CEO is on the level of a DG. The post was advertised with a closing date of 14 December 2018. There were applications from about twenty-five individuals. Five persons were shortlisted. Interviews have not been conducted.
Comment & Decision: All the shortlisted candidates are male, women must be included from the overall application list. Need to look at a strict 'Conflict of Interest' guide.

Presentation on Supply Chain

It is a post at DDG level. The post was advertised, and was shortlisted to four, two males and two females.

Comment:

7. Energy

Central Energy Fund

Comment: The Minister indicated that he wants to consult with the DP, before coming to the Committee.

8. Minister of Water and Sanitation

Rand Water CEO

Nkomati, Bloemfontein, TransCaledonTA Boards.

Note that there is no water in Jagersfontein in the Free State, where there is a new hospital.

The Deployment Committee condones the appointments.
ment Committee persons for the Selection Panel, because it does the shortlisting and interviews.

The Minister will appoint one person, and the Premier appoints one, the Board, and the community.

There is a danger of the Deployment Committee outsourcing its duties and therefore they must come to the Committee with the proposed shortlisting, and then proceed with the interviews.

There are three boards Magalies, Sedibeng, Umgoni, and Overberg (WC). The DSG will talk to the Secretary and Chair of the Province. The Minister will talk to the Premier. The Umgoni one is quite a priority.

9. Closure

The meeting was closed.
AFRICA NATIONAL CONGRESS
SECRETARY GENERAL'S OFFICE

Chief Albert Luthuli House 54 Sauer Street Johannesburg 2001 PO Box 61944 Marshalltown 2107 RSA
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DEPLOYMENT COMMITTEE

10th Floor Boardroom
Luthuli House
22 March 2019

1. Welcome 10h00 – 10h05

The Deputy President welcomed and opened the meeting. And indicated that DDG from Basic education will submit to the DC on behalf of the Minister.

2. Apologies 10h05 – 11h10

- Cde Sdumo Dlamini
- Cde Susan Shabangu
- Cde Bheki Ntshalintshali

3. Minutes of Previous Meeting & Matters Arising 10h10 – 10h15

Minutes adopted unanimously.

Matters arising

4. Deputy Director-General in Basic Education

Position for DDG- teacher's education, research vacant for the last few years. Struggle to finalise it. The person recommended is a Chief Director in the relevant branch. The Deployment Committee concurs.

President: C Ramaphosa, Deputy President: D Mabuza, National Chairperson: G Mantashe, Secretary General: S E Magashule, Deputy Secretary General: J Duma, Treasurer-General: P Mashatile
No explanation on why the Deputy Minister was not here in the absence of the Minister. Correct that no officials come to this Committee.
Worrying that senior appointments just 6 weeks before the election. Nevertheless, there shouldn't be appointments of DGs and Ministers should not be appointing DGs but retain the one's in the positions. DGs leaving cause departmental instability.

5. Defence Ministry – [REDACTED] 10h15 – 10h30

ARMSCOR Board. The Chair has resigned for health reasons. Vice Admiral [REDACTED] The person deputising [REDACTED] has been Tuthukile Skweyiya, for the last two terms. The Deputy Chair becomes the Chair.

[REDACTED] to take up the vacant position, and becomes the new Deputy Chair, allowing him to become the Chair in the next term.

**Comments & Decision:** The Deployment Committee confirms that Cde Skweyiya become the Chair, and [REDACTED] is appointed as the Deputy Chair.


**Comment & Decision**

7. Transport – [REDACTED] 10h45 – 11h00

**Comment & Decision:** Remove [REDACTED] has proven to be dogmatic. [REDACTED] on a lot of boards [REDACTED] was a part of the previous board and has not been up to the task.
& possibly one person from the Veterans.

8. Justice & Correctional Service -  

11h00 – 11h15

Sitting of the Judicial Services Commission to consider the filling of vacancies in the judiciary. Names are shortlisted by a structure within the JSC, and published for comment. At the end of January these processes were concluded.

ConCourt: Two vacancies, due to retirement of and .

When vacancies are to be filled, there has to be three additional. So there needs to be consideration of at least 5, in this case this is a female recommended.

Recommends: Justices

SCA: Deputy President of the SCA, recall that the is the President of the SCA and her position is now vacant.

Petse recommended.

Labour Court – the acting Deputy Judge President, who is Judge and is made permanent.

Eastern Cape Division Judge – only one candidate.

DJP for Northern Cape – Phatswane is recommended.
Candidates to fill out of 9.

Recommends that we have a dynamic link with NADEL.

Recommends that the current process is incestuous. It contributes very little if anything towards judicial independence. The ANC prizes and values judicial independence. The current process provides for a system that has the judiciary having too much of oower in determining the leadership of the 9. Applications for Deployment 11h15 – 11h30

10. Closure 11h30

The meeting was closed. Communicate with the Ministers who did not turn up about our concerns.
AFRICAN NATIONAL CONGRESS
SECRETARY GENERAL'S OFFICE

DEPLOYMENT COMMITTEE

10th Floor Boardroom
Luthuli House
19 August 2019

1. Welcome 10h00 – 10h05

The Deputy President welcomed and opened the meeting.

2. Apologies 10h05 – 11h10

- Cde Bheki Ntshalintshali
- Cde Solly Mapaila
- Cde Susan Shabangu
- Cde SdumoDlamini

3. Minutes of Previous Meeting & Matters Arising 10h10 – 10h15

Will deal with it at the next meeting.

Minutes adopted unanimously.

Matters arising

4. Minister of

Filling many vacancies, only PETROSA is a full board. Still will come with the NECSA group. Normally, the CEF board only is brought to the DepComm, but the Minister felt the subsidiary boards are also brought.
In all the boards, we are dealing with proxies of interests. All of them are dysfunctional. They should be pumping money into government but they are a drain on resources.

Two unsolicited bids, which made one believe that our people are destroying value and could sell it as a song.

Unless we get governance right, we cannot get operational matters to improve.

PETROSA has not had a CEO since 2014.

CEF Group
4 out of 8 posts.

Will we still retain the 50-50 parity, and is there a possibility to appoint a woman to lead. There seems to be an emphasis on persons from the Eastern Cape, rather than other regions. And the question of youth.

is not serving in any other board, and there should be a greater appreciation of the economic issues.

On geographic spread, we should not be seen to have one region over-represented, without discounting expertise.
look at it, so there is gender and regional balance, without sacrificing the expertise required. And write back to the DepComm on the outcome.

PETROSA

It is a desperate situation. The DepComm to talk this issue beyond the Board. It has no fixed stock. The exploration and drilling has been killed. PetroSA has to be rebuilt.

Suggesting that FransBaleni is deployed to Chair. He was in the team that raised the first

Cheeky HR specialist. A number of unions which are very disruptive.
Therefore the Minister will re-look at it, so there is gender and regional balance, without sacrificing the expertise required. And write back to the DepComm on the outcome.

DECISION: The DepComm will write to all Ministers indicating that they need to take into account gender parity, geographic spread without sacrificing expertise.

African Exploration Mining & Finance Corporation

We wanted to bring mining skills into the AEMFC. Shortlist of three.

Therefore the Minister will re-look at it, so there is gender and regional balance, without sacrificing the expertise required. And write back to the DepComm on the outcome. Of the three boards there must be one woman chair at least.

Strategic Fuel Fund

Chaired by a male, who is not being replaced.

I-Gas
re-look at it, so there is gender (noting all are women) and regional balance, without sacrificing the expertise required. And write back to the DepComm on the outcome.

Petroleum Agency of South Africa

Nominating MadalaMasuku to chair it. He is mature and well-qualified.

Agreed. Therefore the Minister will re-look at it, so there is gender and regional balance, as well as youth presence, without sacrificing the expertise required. And write back to the DepComm on the outcome.

5. Applications for Deployment  11h15 – 11h30

We will try and get [redacted] to attend the meeting, as well as get the names proposed by the President. We also want to propose names. We should look at DIRCO, at the proportions of who are career diplomats and political appointments, so that we do not overwhelm with political appointments.

We need to look at the list, and see who has been deployed, etc.

6. Closure  11h30
Deployment Committee  
10th Floor Boardroom  
Luthuli House  
14 October 2019

1. Welcome

The Deputy President welcomed and opened the meeting

2. Apologies

- Cde Nkosazana Dlamini-Zuma
- Cde Solly Mapaila (Apologies received after meeting)
- Cde Susan Shabangu

Attendees:
- Cde David Mabuza
- 
- Cde Sfiso Buthelezi
- Cde Mduduzi Manana (Arrived late)
- Cde Sibongile Besani
- Cde Moekgo Matuba
- 

3. Minutes of Previous Meeting & Matters Arising (19 August 2019)

The minutes of the meeting was adopted

4. Minister of Communications and Telecommunications

The Minister presented a board for NEMISA which is responsible for teaching and the development of e-skills and works with relevant Post School Education and Training Institutions. There are 7 vacancies which need to be filled, 15 were shortlisted and 7 recommended. The 7 recommended included 4 women, 3 men and a balance of youth, race, experience and geographic spread. A female chairperson was recommended. Further boards which are appointed to Parliament will come to the Deployment Committee within the next two weeks. The Post Bank and SETA
have had posts already advertised and applications closed, they will be brought to the Committee soon.

The board of SAPO was also discussed. It has a 10 member board with a vacancy of 6 members. 2 of the vacancies will be appointed from the Unions, which are reappointments from the previous board. The remaining 6 will be appointed by the committee. Posts have been advertised and applications closed. Communications committee and youth league have made some recommendations. 4 of the 6 are African females, one male and one female, there is a broad geography spread, youth and race are all covered. A female chairperson has been chosen. Traditional leaders were consulted and have been represented in the board to assist with communication and mobilisation for the role out of programs.

ZEDNA is the domain name authority that deals with internet governance .za. It has been run by the industry with Afriforum having people in key positions. This SOE is strategic in the fourth industrial revolution. There are 9 vacancies with 6 females. A geographic spread was hard to achieve because of the scarce skills which are largely based in Gauteng. A female chairperson was recommended.

5. Minister for Women, Youth and Persons with Disabilities

The minister's item was not on the agenda; however provision was made to allow the minister to brief the deployment committee on the lack of a director general in the department of women, youth and persons with disability for the past 2 years. The minister was briefing the committee before putting out an advert for the position. The post will be advertised before the end of October, the ANC Deputy Secretary General in consultation with the Women's League and the minister must come up with a candidate, who may be outside the list provided.

6. Minister in the Presidency

The minister presented on the board for Brand SA. Brand SA has a 15 member board, 13 are required excluding one of CEO. A 23 name shortlist was provided and 13 recommended which has 7 women and 6 men, 4 of the members are below the age of 40, 2 of the members are reappointments. There was one change that was made to the recommended list, which was supported by the women's league. A female chairperson was chosen to lead the board.
7. Minister of Transport

The minister had several boards which needed boards however there are only two boards which the committee had time to go through, which were PRASA and RAF.

The PRASA board process had started before the minister was appointed; the adverts have gone out and have been closed. The current interim board has been extended twice and needs to be finalised urgently. PRASA has an 11 member board of which 3 members are to be seconded from Treasury, SALGO and Transport. The 8 members recommended include 5 females, 4 reappointments for continuity who have proven to be competent. An advert was posted looking for a CEO however could not find a suitable candidate, are now head hunting, this will be done through the office of the DSG in consultation with the Minister. The minister would like to appoint a CEO whom will put a management in place to ensure that the CEO can work with the management effectively. In all appointment letters, there should be provision for review of performance after a year where the minister has the authority to replace any board member.

The Road Accident Fund is in urgent need of a board, A 12 member board was presented with 4 females. The current board has many doctors and lawyers, however the new list has a more broad skill base. The list was however sent back to be reconsidered because of lack of women and geographic spread, the age spread is good. At least two men need to be replaced with by women. List of applications must be provided to the DSG, two women will be chosen from there.

8. General Resolutions

The office of the DSG should send all ministers the guidelines and procedures of deployment which include informing the deployment committee before any posts are advertised. All presentations should include a brief background and a summary of the respective challenges. The committee should be mindful of rotating members between boards or having a member on too many boards.

The reminder of the boards which could not be presented will be presented at the next deployment committee.

9. Closure
closed. Communicate with the Ministers who did not turn up about our concerns.
DEPLOYMENT COMMITTEE

SPARTAN HALL, MIDDLE ROOM

ST GEORGE HOTEL

20 JANUARY 2020

1. Opening and Welcoming

The Deputy President welcomed everyone to the meeting

Apologies

- Cde Lindiwe Sisulu

No confirmation from Cde Mike Soko and Cde Sdumo Dlamini

Attendance

- Cde David Mabuza
- Cde Yasmin Duarte
- Cde Sfiso Buthelezi
- Cde Susan Shabangu
- Cde Mildred Oliphant
- Cde Mekgosi Matuba
- Cde Mduduzi Manana
- Cde Sbongile Bosani
- Cde Solly Mapaila
- Cde Ntso Khumalo
- Cde Bheki Ntshalintshali
- Cde Nkosazana Dlamini-Zuma

2. Minutes from Previous Meeting (12 November 2019)

To be looked at in the next meeting
3. Department of Environment Forestry and Fisheries

Minister of Environment Forestry and Fisheries came to present on the filling of vacancies in 3 boards namely: SANParks (South African National Parks), SANBI (South African National Biodiversity Institute) and Isimangaliso Board.

The Minister was commended in the process that she has engaged the ANC in KZN for Isimangaliso board and for the inclusion of white candidates in her proposals. The Committee resolved to accept the 3 proposals.

4. Department of Public Service and Administration

The Minister came to present the filling of the vacancy of the DG and the Principal for the National School of Governance. The Minister extended his apology for not complying with the process on the Deployment till now. The Minister indicated that for the DG position, they have shortlisted 4 candidates and all 4 meet the requirements.

The first candidate for DG position is a woman who has Master’s degree as one of her qualification and she is currently Head of Department. The second candidate is also a female with relevant experience and she is currently a DDG. 3rd candidate has relevant experience and is currently a DDG. The fourth candidate has relevant experience and is currently a DDG.

The Committee resolved to accept the first woman candidate to be a DG as there is a shortage of women DG’s within the Public Sector.

National School of Governance:
The post of the principal has been vacant since November 2019, shortlisting have been done and the interviews have been scheduled for the 21 January 2020. Five candidates with good profiles have been shortlisted. There were two women and the other one fell off during further assessments.
The committee resolved that the Minister can proceed to interview the candidates.

5. Department of Public Enterprises

The Committee raised serious concerns that the Minister always present fate accomplished matters, the matter of CEO that the Minister wanted to present on is already in the media. The Minister was reminded that he must always follow the processes of Deployment before there are any adverts.

The Committee made it known to the Minister that he must follow the correct procedure of informing the Committee before any appointments of such are made.

6. Department of Mineral & Energy

The Minister presented that members of the NECSA board resigned one after the other and only 3 members remained. An advert was issued for the filling of vacancies with the intention that the 3 remaining board members will be maintained. The 3 remaining have subsequently resigned this week.

There is a proposal that the 3 boards be measured into one board of NECSA but the Minister is still looking at the legal processes. Currently the Chairpersons of the other boards have been included in the proposed list of the new board.

The Committee noted that one candidate has been proposed on the other boards and she is currently serving in many boards and thus her name should be removed.

The Committee resolved to accept the Ministers proposals and that the Minister must further engage with the DSG.

7. Defence

The Minister presented on the filling of vacancy of CEO Armcoor, she was reminded that she has not complied with the process of the Deployment and that she has been reminded for the second time. An advert was issued and 87 applicant responded and shortlisting was done and only 15 remained. The competency assessment process reviewed that only 2 candidates can be considered. The board proposed the name of the current Acting CEO to be considered which is what the Minister came to present.
The Committee allowed the Minister to go ahead with the process but was also reminded that in future she must work with the office of the DSG.

8. Communication

The DSG presented on ICASA board that the Minister had informed that there will be advert for ICASA boards, 75 applicants applied, 75 names were discussed by ANC Communications Sub-Committee, and the Minister is supposed to be present and defend the shortlist. Interviews are to take place on 5th of February 2020.

The Committee accepted the process so far, and agreed to meet with the Minister before they start the interviews. The Committee agreed not to proceed without the views of the Minister. Chairperson proposed that this matter be put aside until the next meeting. The committee raised the issue that the list is not clear, on the qualifications or disability. The DSG to speak to the Chairperson of the Communication Sub-Committee to postpone the shortlisting.

9. Conclusion

The office of the DSG was requested to write a reminder to all the minister on the process of the Deployment.
Deployment Committee Minutes
10th Floor Boardroom
Luthuli House
23 March 2020

1. Welcome

The Deputy President welcomed and opened the meeting.

2. Apologies

- Cde 'Mduduzi Manana
- Cde Sfiso Buthelezi
- Cde Mildred Oliphant
- Cde Bheki Ntshalinshali
- Cde Solly Mapaila
- Cde Meokgo Matuba

Attendees:
- Cde David Mabuza
- Cde Yasmin Duarte
- Cde Lindiwe Sisulu
- Cde Nkosazana Dlamini-Zuma
- Cde Sidumo Dlamini
- Cde Natso Khumalo
- Cde Susan Shabangu

3. Minutes of Previous Meeting

The minutes of the previous meeting were adopted.

4. Matters Arising

The matters arising are on the last page as requested by meeting.
5. Department of Minerals & Energy

There were 9 items on the agenda under Minerals and Energy. Time constraints due to Cde [redacted] being summoned by the President resulted in only one board being presented.

Central Energy Fund (CEF) required a CEO to be appointed. There are multiple subsidiaries under CEF which require boards to be appointed, this will however be done by the board of CEF.

A list of three candidates were presented in order of preference, the committee decided to maintain the order of as recommended by the process despite the recommendation of the national chair.

6. Department of Communications and Telecommunications

The Postbank Board was presented to the committee. The post as signaled in previous presentation to the committee had already been advertised. The term of the board expires in April. A list of 11 candidates were presented for 7 to be selected by SARB, the balance would be on standby if there are any resignations. The committee decided that 12 should be presented and adjusted the shortlist to ensure gender balance with 7 women of the 12.

7. Minister of Transport

The minister was due to present three boards, however was unable to make it due to the Corona Virus issues. The item will be deferred to the next meeting.

8. Matters Arising

Please find these on the next page.

9. Closure
Matters Arising

1. Follow-up from...

The minister was tasked with ensuring that the last board that was presented that no person must serve more than 3 boards. The Minister explained that the person was informed that they were appointed before he could make the changes. Due to an oversight on the last presentation the chairperson was meant to be an additional person whom the board included in the numbers, so minister appointed her.

2. The Director...

The long list has been concluded and interviews were to be conducted. A list of the applicants was to be emailed to all members of the committee.
Deployment Committee Meeting
Zoom Video Conference Call
13 April 2020 08:00

1. Welcome

The Deputy President opened the meeting and welcomed the comrades.

2. Attendance
   - Cde David Mabuza
   - Cde Jessie Duarte
   - Cde Nkosazana Dlamini Zuma
   - Cde Lindiwe Sisulu
   - Cde Sfiso Buthelezi
   - Cde Susan Shabangu
   - Cde Solly Mapaila
   - Cde Mdludzi Manana
   - Cde Mookgo Matuba
   - Cde Sibongile Besani

3. Apologies
   - Cde Natso Khumalo
   - Cde Sidumo Dlamini

4. Department of Cooperative Governance and Traditional Affairs - Director General

There were 105 applications of which after screening and interviews they came to a short list of 4. The 4 consisted of 3 women and 1 man. The man was an internal application. Each candidate was made to make a presentation on how to transform the department. From the presentations and questions, one stood out, the women. She has good corporate and public experience, another factor was that most of the senior positions in the department are African males, this should bring diversity. The department has been without a DG for a while. The committee was happy with the candidate and process.

5. Closure
1. Opening & Welcome

2. Apologies

3. Department of Treasury - [blank]
   - CEO of PIC
   - South African Risk Insurance Association (SASRIA)

The presentation was noted, process had not been followed however the candidates recommended were diverse, skilled and experienced. The committee on those grounds allowed the two items to process.

4. Closure
Deployment Committee
10th Floor Boardroom
Zoom Video Conference
11 May 2020

1. Welcome

The Deputy President welcomed and opened the meeting.

2. Apologies

- Cde Ntsos Khumalo
- Cde Meokgo Matuba

Attendees:
- Cde David Mabuza
- Cde Yasmin Duarte
- Cde Lindiwe Sisulu
- Cde Nkosazana Dlamini-Zuma
- Cde Natso Khumalo
- Cde Susan Shabangu
- Cde Sisolo Buthelezi
- Cde Mildred Oliphant
- Cde Bhek’Ikithalintshali
- Cde Solly Mapaila
- Cde Sibongile Besani

3. Department of Water & Sanitation - Cde Lindiwe Sisulu

Cde Lindiwe Sisulu indicated that several water boards had their terms extended due to Covid-19. Three water boards, namely Lepelle Northern Water Board, Magalies Water Board and Sedibeng Water Board which the documentation was not ready, required that an interim board be appointed. The Office of the DSG was tasked with sending names for consideration for these boards.

4. Department of Transport - [Redacted]

a) Railway Safety Regulator
There were 182 applications received for the board positions. From the applications came with a recommendation of 9 Cdes, of which 4 were male and 5 female. Among the males, one was white and another coloured. The list presented to the Deployment Committee covered all stakeholders which the minister is required to cover.

b) Road Traffic Infringement Agency

The post had 50 Applicants which the minister appoints 5, then one must come from the NPA. The 5 presented included 3 male and 2 female, one male was Indian and all other candidates were African. The list was approved as is.

Cde Mbalula indicated that there would be a number of posts that will be sent out soon, he will inform the committee.

5. Minister of Communications

a) GCIS – Director General

Cde Jackson Mthembu presented the 27 applicants for the position. From the 27 6 were shortlisted, 2 were female and 4 were men. All were African with the exception of 1 male who was Indian. The preferred candidate was a female, which the deployment committee agreed on.

b) ICASA

The process started with 76 applicants for the position. After going through the parliamentary process, 10 names were presented of which only 3 were females. 9 of the applicants were approved by the parliament process and one name came after, which Cde Jackson was unable to speak to. The board at the time still had three females sitting, two African and one coloured. The meeting concluded that the process will go back and be finalized with the communications subcommittee chairperson and the Communications portfolio chairperson.

6. Matters Arising

Please find these on the next page.

7. Closure
Matters Arising

1. Meeting Resolutions

i) The Deployment Committee is not obligated to deploy any person after their term has come to an end.

ii) Members of the deployment Committee should be given documents ahead of time to allow them to process.

iii) The database of comrades for deployment should be circulated.

iv) [Redacted] should make a presentation in the next meeting.

v) An alternative platform to host meetings should be found because of the security concerns raised with Zoom.
Deployment Committee Meeting
Zoom Video Conference Call
26 June 2020       10:00

1. Welcome

The Deputy President opened the meeting and welcomed the comrades.

2. Attendance
   - Cde David Mabuza
   - Cde Lindiwe Sisulu
   - Cde Sisulu Buthelezi
   - Cde Mduduzi Manana
   - Cde Meekgo Matuba
   - Cde Sibongile Besani
   - Cde Mildred Oliphant
   - Cde Natso Khumalo

3. Apologies
   - Cde Jessie Duarte
   - Cde Siphiwe Dlamini
   - Cde Nkosazana Dlamini-Zuma
   - Cde Susan Shabangu
   - Cde Solly Mapaila
   - Cde Bheki Ntshalintsali

4. President on Special SOE Council

The President was called to make a presentation based on the previous resolution of the Deployment Committee. The President started by apologising for the appointment of the SOE Council without the involvement of the Deployment Committee, explained that it was an omission due to the pressure. A breakdown of the members of the council was given and the process which was used to get to the members. The involvement of labour federations was requested by the President.
5. Discussion

The members of the council are male dominated, the absence of women was an issue raised. There is a vacancy on the council which should be filled in consultation with the Deputy President and Deputy Secretary General.

The committee members took advantage of the Presidents presence to raise the following challenges faced by the deployment committee:
- Deployment Committee used to rubber stamp appointments, lack of compliance by members
- Appointments brought to the Deployment Committee but another name presented to cabinet.
  This however will be looked into by the Deputy President
- Cde Naledi Pandor to work more closely with the Deployment Committee, she will present to the next Deployment Committee.

6. Department of Women, Children and Persons with Disabilities – Director General

The Minister made a presentation on the process that was followed to reach the recommended candidate. The Deployment Committee Procedures were followed and the Deployment Committee agreed with the recommended candidate.

7. Closure
AFRICAN NATIONAL CONGRESS
SECRETARY GENERAL'S OFFICE
Chief Albert Luthuli House 54 Sauer Street, Johannesburg 2001 PO Box 011684 Marshalltown 2107 RSA
Tel: 27.11.376.1000 Website: www.anc.org.za

DEPLOYMENT COMMITTEE MINUTES
ZOOM VIDEO CONFERENCE CALL
14 August 2020 10:00

1. Welcome

2. Apologies

3. Department of Home Affairs – [redacted]
   a) Appointment of Director General
   The presentation on the item was welcomed and supported as processes had been
   followed and candidate met all the required criteria.

4. Department of Communication & Digital Technologies – [redacted]
   a) Adverts
      Director General
   b) CEO Positions
      Appointment of NEMISA CEO
      South African Post Office CEO
   c) Boards
      South African Post Office 4 Vacancies

President: C Ramaphosa, Deputy President: D Mabuza, National Chairperson: G Mantashe, Secretary General: SE Magashule, Deputy Secretary General: J Duarte, Treasurer-General: P Mashatile
The advert for the Director General of the department was presented and members were requested to encourage skilled comrades to apply.

The remaining items did not follow processes as the presenter was unaware of the process. The presentations were supported as the candidates had a balance of gender, skills, youth and geographic spread.

5. Closure
DEPLOYMENT COMMITTEE MINUTES
ZOOM VIDEO CONFERENCE CALL
24 August 2020 08:00

1. Welcome

2. Apologies

3. Department of Environment Forestry & Fisheries
   a) Director General

   The committee welcomed and supported the presentation and preferred candidate as the candidate was skilled and had experience within the department at a provincial level.

4. Department Of Small Business Development
   a) Executive Positions

   Appointment of Small Enterprise Development Agency (SEDA) Chairperson

   Appointment of Small Enterprise Finance Agency (SEFA) CEO

   The presentations were welcomed and supported by the committee as the candidates were skilled and met the respective requirements.

5. Department of Treasury
   a) Board
Appointment of Development Bank of South Africa board

The committee welcomed the presentation however was not happy with the failure to follow the processes. The committee recommended that further consultations be made before proceeding with the item.

6. Closure
DEPLOYMENT COMMITTEE MINUTES
ZOOM VIDEO CONFERENCE CALL
21 September 2020 08:00

1. Welcome

2. Apologies

3. Department of Water and Sanitation – [Name Blacked Out]
   a) Amatole Water Board

   The presentation of an interim board was supported by the deployment committee and the process to appoint a permanent board was to be initiated to provide stability.

4. Department Of Defence and Military Veterans – [Name Blacked Out]
   a) Director General of Military Veterans
   b) Armscor Board

   The shortlisted candidates for the Director General position were supported by the committee in the order of preference presented as process was followed.

   The presentation for the Armscor Board was welcomed; more skills in finance, an engineer and a labour representative were suggested. The presentation was supported with the recommendation that the suggested skills be included.

President: C Ramaphosa, Deputy President: D Mabuza, National Chairperson: G Mbalula, Secretary General: 8E Mogoeng, Deputy Secretary General: J Duarte, Treasurer-General: P Mashatile
5. 

a) Appointment of Board for Ondersport Biological Products (SOG) Limited

The presentation on the board was welcomed, the process was followed and the presentation was supported as it covered gender, youth and skills.

6. Deployment Committee Outstanding Matters Report

The National Youth Development Agency was discussed and the committee was not happy with the process that was followed. A presentation on the matter was requested in the next meeting to resolve the challenges in the process.

7. Closure
AFRICAN NATIONAL CONGRESS
SECRETARY GENERAL'S OFFICE

DEPLOYMENT COMMITTEE MINUTES
ZOOM VIDEO CONFERENCE CALL
9 October 2020 08:00

1. Welcome
2. Apologies
3. Department Transport
   a) PRASA Board
   The presentation was welcomed and supported as it included youth, experience, skills and gender balance. There was a request for labour representation on future transport boards.

4. Department Of Transport
   a) Director General of Justice and Constitutional Development
   The presentation was welcomed by the Deployment Committee, the two candidates presented were recommended as the process was yet to be finalised and the committee.

5. Closure

President: C Ramaphosa, Deputy President: D Mabuza, National Chairperson: C Mokhele, Secretary General: S E Mzimela, Deputy Secretary General: J Doro, Treasurer General: P Mashatile
DEPLOYMENT COMMITTEE MINUTES
ZOOM VIDEO CONFERENCE CALL
9 November 2020 08:00

1. Welcome

2. Apologies

3. Department of Trade, Industry and Competition
   a. National Lotteries Commission Chairperson
   b. National Lotteries Commission Non-Executive Position

   There was a presentation made which was supported for both the board and chairperson.

4. Department of Communication & Digital Technologies

   a. Director General
   b. South African Post Office CEO

   The recommendations of the presentation were supported for both positions

5. Department of Mineral & Energy Resources
   a. Chairperson of Central Energy Fund
   b. CEO of National Energy Regulator SA
The presentation was a second attempt after the first was interrupted due to the National Chairperson being called into a meeting by the President. The recommendation of the recruitment process was favoured over the preference of the Minister for the Central Energy Fund. The National Energy Regulation recommendation which was in line with recruitment process recommendation was supported.

6. Closure
DEPLOYMENT COMMITTEE

ZOOM VIDEO CONFERENCE CALL

30 November 2020  08:00

1. Welcome

2. Apologies

3. Department of Public Enterprise – [Redacted]
   a. Eskom Board
   b. South African Airways Board

A presentation was made for an interim structure that would provide stability to both institutions. Processes were not followed; however, the deployment committee would be consulted on the appointment of both boards.

4. Department of Transport – [Redacted]
   a. Cross-Border Road Transport Agency

The presentation was not accepted by the deployment committee. There were issues raised with regard to processes being followed and the candidates and the make-up of the board. The item was sent back to be refined.

5. Closure
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<tr>
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<th>POSITIONS CONSIDERED</th>
<th>SOURCE DOCUMENTS</th>
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<tbody>
<tr>
<td>January 2021</td>
<td>Board of Amatole Water&lt;br&gt;Board of Cross Border Road Agency&lt;br&gt;CEO SA Weather Services</td>
<td>WhatsApp Group message</td>
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<td>November 2020</td>
<td>ESKOM Board&lt;br&gt;SAA Board&lt;br&gt;Board of Cross-Border Road Agency</td>
<td>Minutes, 30 November 2020</td>
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<td>November 2020</td>
<td>Chairperson, National Lottery Commission and Non-executive position&lt;br&gt;Director General, Communications&lt;br&gt;CEO, SA Post Office&lt;br&gt;Chairperson, Central Energy Fund&lt;br&gt;CEO, National Energy Regulator SA</td>
<td>Minutes, 9 November 2020</td>
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<td>November 2020</td>
<td>CEO of Weather Services&lt;br&gt;CEO SA National Biodiversity Institute</td>
<td>WhatsApp Group message</td>
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<td>October 2020</td>
<td>Board of PRASA&lt;br&gt;DG, Constitutional Development</td>
<td>Minutes, 9 October 2020</td>
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<td>October 2020</td>
<td>Council of the Film and Publication Board</td>
<td>Advert</td>
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<td>October 2020</td>
<td>PRASA Board</td>
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<td>Board of Amatole Water&lt;br&gt;Director General, Military Veterans, DoD&lt;br&gt;Board of Armscor&lt;br&gt;Board of Onderspoort Biological Products Ltd&lt;br&gt;NYDA</td>
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<td>Advert</td>
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<td>DG, Environmental affairs, Forestry and Fisheries&lt;br&gt;Chairperson, Small Enterprise Development Agency (SEDA)&lt;br&gt;CEO, Small Enterprise Finance Agency (SEFA)&lt;br&gt;Board of DBSA</td>
<td>24 August 2020</td>
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<td>Minutes, 14 August 2020</td>
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<td>August 2020&lt;br&gt;Auditor General&lt;br&gt;Information Regulator</td>
<td>WhatsApp Group&lt;br&gt;messages&lt;br&gt;Adverts</td>
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<td>July 2020</td>
<td>Board of the Media Diversity Agency, list of nominated/shortlisted names</td>
<td>WhatsApp Group Message</td>
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<td>July 2020</td>
<td>Board of National Youth Development Agency</td>
<td>WhatsApp Group Message</td>
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<td>Director General, Department of Justice and Constitutional Development</td>
<td>Advert</td>
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<td>June 2020</td>
<td>CEO Council&lt;br&gt;DG for Dept W, Youth, Children, Persons with Disability</td>
<td>Minutes, 26 June 2020</td>
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<td>15 June 2020</td>
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<td>May 2020</td>
<td>CEO of Public Investment Corporation&lt;br&gt;Board of SASRIA</td>
<td>Minutes, 25 May 2020</td>
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<td>May 2020</td>
<td>Board of Media Development &amp; Diversity Agency</td>
<td>WhatsApp Group message T Masilela</td>
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<td>May 2020</td>
<td>Interim Boards of Lepelle Northern, Magalies and Sedibeng Water&lt;br&gt;Board of Railway Safety Regulator&lt;br&gt;Board of Road Traffic Infringement Agency&lt;br&gt;Director General, GCIS&lt;br&gt;Board of ICASA</td>
<td>Minutes, 11 May 2020</td>
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<td>April 2020</td>
<td>DG of COGTA</td>
<td>Minutes, 13 April 2020</td>
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<td>March 2020</td>
<td>CEO of Central Energy Fund&lt;br&gt;Board of the PostBank&lt;br&gt;Follow-up on people serving on more than 3 public boards&lt;br&gt;DG of COGTA</td>
<td>Minutes, 23 March 2020</td>
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<td>Board of SANPARKS&lt;br&gt;Board of SANBI&lt;br&gt;Board of Isimangaliso</td>
<td>Minutes, 20 January 2020</td>
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| October 2019 | Board of NEMISA  
Board of SA Post Office  
Board of ZEDNA Domain Name Authority  
DG Department Women, Youth, Persons with Disability  
Board of BrandSA  
Boards of PRASA and Road Accident Fund  
Letter to be send to all Ministers advising on Guidelines and Procedure for Deployment | Minutes, 14 October 2019               |
| August 2019  | NECSA, CEF Boards  
PETROSA CEO  
Strategic Fuel Fund  
Write to Ministers to ensure that gender equity and geographic spread considered, without sacrificing experience.  
African Exploration Mining & Finance Corporation Requests for deployment | Minutes, 19 August 2019               |
| March 2019   | DDG for Teacher’s Education and Research, DBE  
Board of ARMSCOR  
Judiciary, Supreme Court of Appeal and Constitutional Court judges  
Requests for deployment | Minutes, 22 March 2019                |
| March 2019   | Board Cultural, Linguistic and Religious Commission  
SABC Board  
DG Contracts  
Heads of Mission, DIRCO  
CFO and Supply Chain DDG in Public Works  
CEO of Property Management Entity  
Central Energy Fund  
CEO of Rand Water  
Boards of Nkomati, Bloemfontein, TransCaledon, Umgeni, Overberg, Magaliesberg Water | Minutes, 8 March 2019                 |
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| February 2019 | Cultural, Linguistic and Religious Commission  
Municipal Demarcation Board  
DDG for Corporate Services, Social Development  
Board of National Development Agency  
SASSA CEO  
Commission for Gender Equality  
SABC Board  
For noting: appointments of DDGs in Science and Technology department and CFO in Minerals and Energy | Minutes, 22 February 2019               |
| December 2018 | Central Energy Fund  
Reference to boards of Subsidiaries including PetroSAS, PRASA, Strategic Fuel Fund, i-Gas, African Exploration Mining Company, NERSA, NTP  
Defense Force Service Commission  
Statistics SA Advisory Council  
Board of Industrial Development Council  
Requests for Deployments | Minutes, 3 December 2018                  |
| November 2018 | Board of CSIR  
CEO of SASSA  
Board of Nuclear Energy  
Board of the Industrial Development Corporation  
Board of National Development Agency  
Disaster Management Fund | Minutes, 26 November 2018                  |
| October 2018 | Transnet Board  
Board of Denel  
Board of SANPARKS  
Municipal Demarcation Board  
CRL Commission  
Board of National Advisory Council of Innovation  
Board of National Space Council, Board of National Research Foundation Board, DG, Trade and Industry  
Board of ACSA | Minutes, 1 October 2018                     |
| August 2018  | Municipal Demarcation Board  
Board of the National Advisory Council on Innovation  
Board of the National Space Agency  
Board of the National Research Foundation  
Director General of Trade and Industry  
Board of ACSA | Minutes, 3 August 2018                     |
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<td>May 2018</td>
<td>Board of SANPARK</td>
<td>Minutes, 11 May 2018</td>
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<td>CEO Isimangaliso</td>
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<td>SEDA Board</td>
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<td>Public Enterprises Boards review: ESKOM, Transnet,</td>
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<td>– May 2018.</td>
<td>related to work of the National Deployment Committee</td>
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for any consequence of its use or storage, consequential, arising from this e-mail, nor any loss, whether direct, indirect or
From:

Date: Sat, 19 Sep 2020, 14:18

Subject: FW: Anatola Water Documents

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Forwarded message ---
Begin forwarded message:

Cell: Executive Personal Assistant, Ministry of Defence
So it's these ones:

It was communicated to some people should have applied. The same list as Praise. The
Great, but he wasn't in the list you

Deployment database

Mancoywa is part of the

Even, I'll need to get that from

Can we have the long list

Morning

Recommendation: pdt

CBRTA Board
Johannesburg - The Special Investigating Unit (SIU) said on Friday it had obtained an interim court order freezing the bank accounts of 40 companies involved in a suspect tender to supply personal protective equipment to the Gauteng Department of Health during the Covid-19 pandemic.

Aug 21, 2020
Dear

As discussed, please find attached the memo on NLC Chair and Board selection process and annex of nominations received for each position.

We have included detail of the shortlisted individuals in the actual memo itself.

Kind regards,
National Lotteries Nominations

Well received, thank you

Sent from my iPhone
Evening Cde

Please find the attached documents, which are all CONFIDENTIAL.

If there are any names you would like to suggest or make any comments please do send an email to [redacted] Thank you

Kind regards

[redacted]

Office of the DSG

Sent from Mail for Windows 10

<9. Database V1 SB.pdf>
Evening Cde

Please find the attached documents, which are all CONFIDENTIAL.

If there are any names you would like to suggest or make any comments please do send an email to [REDACTED]. Thank you

Kind regards

[REDACTED]
Office of the DSG

Sent from Mail for Windows 10

<9. Database V1 SB.pdf>
Thank you

Sent from my iPhone

On 25 Mar 2020, at 18:38, Thapelo Masilela wrote:

Evening Cde

Please find the attached documents, which are all CONFIDENTIAL.

If there are any names you would like to suggest or make any comments please do send an email to. Thank
Ok, so it's not too late for these comrades to be considered

If they didn't submit the applications as prescribed in the advert then they cannot be considered.

Yes, true.

I take it all the names we received including the ones on 20 May are from the DSG?
Dear DSG

As discussed please find attached hereto the advert of the post of Director General in the Department of Justice for the deployment committee to take note and encourage those who qualify to apply.

THE DEPARTMENT OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT

POST: DIRECTOR GENERAL: DEPARTMENT OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT

REFERENCE: 2002/008

CENTRE: NATIONAL OFFICE PRETORIA

SALARY: R1 606 553 – R2 208 829 per annum (All inclusive)

The successful candidate will be required to sign a performance agreement.

REQUIREMENTS:

- An undergraduate legal qualification (LLD) and a postgraduate legal qualification, NQF 8.
- 8-10 years' experience at senior managerial and leadership level, of which 3 years must be with any organ of state as defined by the Constitution.
- Admission as a Legal Practitioner, Attorney or Advocate will be an added advantage.
- Sound knowledge and understanding of the South African constitutional and legal systems.
- Overseer of the provision of State Law Advisory and Litigation services.
- Ensure effective corporate governance through strategic management, risk management, audit, systems and procedures.

ENQUIRIES: Mr D Mphela (012) 352 5688

APPLICATIONS: Quoting the relevant reference number, direct your application to PO BOX 82 105/ Pretoria

NOTE: Interested applicants must submit their applications for employment to the Provincial address specified in each post. The completed Application Form Z83, obtained from any Public Service Department or on the Internet at www.saspa.org.za, a CV with a recent photo of 10 and Arial standard font, copy of Identity Document, Driver's Certificate and the highest required qualification as well as
13 Jul 2020

Afternoon Cdes

Please find the list for the MDDA board. The list is of 10 names however only 4 will be appointed.

Please give input by end of Business day tomorrow.

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10. 

Regards

[Signature]

17 Jul 2020

[Initial]

You
11:32

< 333

17 Jul 2020

You:
6192024_dco.pdf - 1 page

Morning Cdo's

Reminder that this post for Auditor General is is closing today. Please encourage comrades to apply.

Regards

[Signature]

28 Jul 2020

Evening Cdo's

Please note that you were all sent emails this morning requesting urgent input into the NYDA board. Please do make input ASAP.

Regards

[Signature]

+
28 Jul 2020

Morning Cdes

Please note that emails which require your input were circulated yesterday for urgent input.

Regards

Evening Cdes

I have just emailed all members documents with regards to the DG of Home Affairs. Please do give input before Wednesday the 5th of August.

Regards

Thapelo

Will do Cde

16 Aug 2020

*Forwarded*
Evening Comrades

Hope you are well and safe.

Would just like to remind members of the advert for the DG of Communications which was presented in the last meeting. The deadline for applications is tomorrow.

Kind regards

D9 Sep 2020

Your security code with Shop changed. Tap to learn more.

28 Sep 2020

Cde good evening. I saw the PRN email. I will not be
All members of the comrade.

Please feel free to contact us regarding any concerns or issues. We are always here to support you.

Stay safe, regards

[Signature]

24 Oct 2020
Afternoon Cdes:

Please find attached and comment before end of business on Monday. There is only one vacancy.

Kind regards.

Morning Cdes:

Please send names and cv’s of comrades who would be interested and qualify for the following positions:

[Redacted]
Morning Cdes

Please send names and cv's of comrades who would be interested and qualify for the following positions:

- CEO of SA Weather Services
- CEO of SA National Bio Diversity Institute

Please do send to myself on [redacted] before end of day on Thursday.

13 Nov 2020

I can't take r call. I am chairing, please text

Sorry, was checking if you are attending the Deployment Committee on Monday at 8?

Yes, I am ode

129
11:32
26 Jan 2021

Afternoon Cde

Please verify that the listed email is the correct one, if not, please provide the correct one for Deployment Committee Communication.

Thank you

12:31

Deployment Committee
Members Emails.docx
1 page, 17 KB, docx

My email address is correct Cde

Thank you

13:00

28 Mar 2021

Cde I see you are trying to get a response from me. I am currently in the NEC, I must still try and move meetings tomorrow. I will come back immediately to you

+
Morning Cdes

Please find attached adverts and encourage comrades to apply directly and inform me of the comrades you have advised to apply.

Regards

[Signature]

05 Jul 2020
11:31

333

05 Jul 2020

Applications for appointment of

Evening Cdes

Please find the document and encourage comrades that qualify to apply directly and inform us on who you have recommended.

Keep safe,

[Signature]

Tham Cde

18:08

33 Jul 2020
26 Jan 2021

Afternoon Cde

Please verify that the listed email is the correct one, if not, please provide the correct one for Deployment Committee Communication.

Thank you

26 Mar 2021

Cde [redacted] I see you are trying to get a response from me. I am currently in the NEC, I must still try and move meetings tomorrow. I will come back immediately to you.
Good day Thapelo

Kindly find herewith correspondence as discussed.

Thank you and kind regards.
Subject: Appointment of the GCEO

Good day Dawood

I trust that this mail finds you in good health. Kindly find herewith correspondence on the appointment of the GCEO.

Thank you and kind regards.

[Attachment]
Good day

I trust that this mail finds you in good health.

Please be advised that the Director General position will be advertised on the weekend of 7 August, via Sunday tabloids, DPSA, and social media. The specification has not changed, so you are more than welcome to circulate the same advert I sent earlier.

Minister requests to also present the candidates for the South African Post Office (SAPO) Board. There are 3 vacancies that arose from resignations of the Board members that were appointed last year. Lastly, she wishes to present the Chief Executive Officer candidates for National Electronic Medica Institute of South Africa (NEMISA).
almost completed. This is so because the communication from your esteemed office on sending the advertisements to the committee was received after the fact. Please convey our sincere apologies on the one.

May you kindly indicate when the next sitting of the committee will be, so that we can arrange accordingly.

Thank you and looking forward to your response.
Good day

Kindly find herewith correspondence as discussed.

Thank you and kind regards.
and Non-Exec board position

Both please

Noted

Just sent you the documentation to your hotmail

please confirm receipt

Got it thank you
Email (W):
Mobile / Whatsapp (H): +
Mobile / Whatsapp (W): +27
Dear

As discussed, please find attached the memo on NLC Chair and Board selection process and annex of nominations received for each position.

We have included detail of the shortlisted individuals in the actual memo itself.

Kind regards,

[Signature]
National Lotteries Nominations

Well received, thank you

Sent from my iPhone
Subject: Appointment of the GCEO

Good day

I trust that this mail finds you in good health. Kindly find herewith correspondence on the appointment of the GCEO.

Thank you and kind regards.

communications & digital technologies
Department: Communications & Digital Technologies
Good day

Kindly find herewith correspondence as discussed.

Thank you and kind regards,

communications & digital technologies
Department: Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA
Good day

Kindly find herewith correspondence as discussed.

Thank you and kind regards.
Subject: Appointment of the GCEO

Good day

I trust that this mail finds you in good health. Kindly find herewith correspondence on the appointment of the GCEO.

Thank you and kind regards.
### PERSONAL DETAILS

<table>
<thead>
<tr>
<th>Surname:</th>
<th>Address:</th>
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<tbody>
<tr>
<td>First Names:</td>
<td></td>
</tr>
<tr>
<td>Date of Birth:</td>
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</tr>
<tr>
<td>Nationality:</td>
<td>South African</td>
</tr>
<tr>
<td>Gender:</td>
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<td>Marital Status:</td>
<td>Single</td>
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<tr>
<td>Criminal Offences:</td>
<td>None</td>
</tr>
</tbody>
</table>

### HIGHER EDUCATION

- **Doctor of Philosophy, Ph.D. [Political Studies – Cum Laude]**
  Queen’s University at Kingston, Canada: 2000 – 2004


  **Courses Completed:**
  - Comparative Politics of Development
  - International Political Economy
  - Southern Africa
  - International Politics
  - National Security

- **Master of Philosophy, M.Phil. [Political Management]**
  University of Stellenbosch: 1997 – 1998

- **Bachelor of Arts, B.A., [Political Studies]**
  University of Cape Town: 1994 – 1996

### COURSES ATTENDED

- **2008** China-Africa Exchange on Sustainable Development – November, Tongji University, Shanghai, China

- **2000** Certificate in Refugee Studies – June, York University, Ontario, Canada
1. Ministry for Social Development: Special Adviser: Minister for Social Development
   (01 April 2018 – 28 May 2019)

   SCOPE OF DUTIES
   - Advise the Minister on the exercise or performance of her powers and duties in relation to policy development on the following:

     - Development of human and social development interventions;
     - Poverty reduction, food security and community self-sustainable programmes;
     - Comprehensive social security, social crime prevention and anti-substance abuse
     - Development, families and social welfare services;
     - Rights of persons with disabilities; the elderly and children; youth development support.

     - Amongst the achievements was the transition of eight million two-hundred South African Social Security Agency (SASSA) beneficiaries from Cash Paymaster Services to the South African Post Office (SAPO) between March 2018 – December 2018.

2. The Presidency: Special Adviser: Minister Responsible for Women
   (01 February 2017 – 31 March 2018) – Transfer from Women to Social Development with Minister

   SCOPE OF DUTIES
   - Advise the Minister on the exercise or performance of her powers and duties
   - Advise the Minister on the development of policy that promote the Department’s objectives

   ACTING DIRECTOR-GENERAL
   - I was appointed Acting Director-General for the Department of Women for the period 01 November 2017 – 31 March 2018. In this capacity, I was:
     - Accounting Officer of the Department of Women reporting to the relevant parliamentary portfolio committee responsible for overall performance and financial accountability;
     - Responsible for an annual budget of at least R170 million;
     - Responsible for at least 110 employees;
     - Representing the Department of Women at the Forum of South Africa’s Directors-General [FOSAD] as well as a member of the Steering Committee of the Forum of South Africa’s Directors-General.
3. **SCOE OF DUTIES**
- Providing executive counsel, strategic and operational support and advisory to the Vice-Chancellor and Principal in meeting overall university strategic objectives and performing statutory duties
- Providing strategic leadership in the development of Institutional Annual Performance Plans as required by the Department of Higher Education and Training; Strategic Plans; Mid-Term and Annual Reports
- Managing institutional performance and compliance with relevant statutes, policies and reporting regulations of the Department of Higher Education and Training
- Attending all meetings of the University Council and provide support to its Committees: Human Resources; Finance; Audit; Risk; Student Affairs; and the University Senate
- I also led a research grant for £41,738.00 by the British Council for *Understanding Best-Performing & Under-Performing Schools: Towards Improving Efficiencies in Vhembe, Limpopo Province*, for the period March 2015 – March 2016. The project was implemented in partnership with the Vhembe District Education Department, the University of Venda and the Office of the Limpopo MEC for Education.

4. **SCOE OF DUTIES**
- Developing a Corporate Social Investment Strategy that ensured Old Mutual participate actively in the socio-economic transformation of South Africa
- Manage Old Mutual’s overall investments in communities through Corporate Social Responsibility Programmes
- Interfacing with the Board of Trustees for the selection of projects for consideration
- Manage the Old Mutual Foundation Trust investment portfolio by seeking Board approval for an Investment Strategy that grows the investment portfolio over time
- Ensure that Corporate Social Responsibility contributed towards Old Mutual’s compliance with BBBEE requirements and associated statutory/legislative framework
- Accountable to the Old Mutual Foundation Board of Trustees for the impact of investments and performance of the Old Mutual Foundation trust
- Major achievement was the approval of an Old Mutual Foundation Flagship Education project for an amount of R350m for a period of seven years (2013-2019)
5. Ministry of Defence and Military Veterans – Chief Director Research and Advisory (October 2009 – December 2011)

   SCOPE OF DUTIES
   - Undertaking research, drafting advisory briefs and speeches for the Minister
   - Responsible for managing interface with Parliament, including drafting responses to Parliamentary Questions and representing the Ministry in various Parliamentary Committees – amongst others, the Joint Standing Committee on Defence and the Defence Committee.


   SCOPE OF DUTIES
   - Chief of Staff of the Department
   - Provide executive support to the Director-General in managing the Department
   - Manage the Department’s interface with Parliament, Provincial Departments, UN Habitat, Cities Alliance and the World Urban Forum
   - Manage the Department’s response to Parliamentary questions including drafting inputs to legislative processes
   - Was also Acting Chief Director for Communications for a period of eight months responsible for Corporate Communications, Media and Marketing. The highlight of this responsibility was the BNG TV series on national television


   SCOPE OF DUTIES
   - Chairing monthly meetings of officials representing the intelligence services: National Intelligence Agency; Defence Intelligence and Crime Intelligence of the South African Police Service
   - Analysing intelligence inputs from National Intelligence Agency; Defence Intelligence and Crime Intelligence of the South African Police Service and produce a monthly composite intelligence product on domestic stability
   - Drafting and presenting monthly national stability briefs to the Justice Crime Prevention and Security Cluster (JCPS) meetings of Directors-General
   - Drafting domestic intelligence input to the annual National Intelligence Estimate
   - Developing early warning models to guide analysis and intelligence collection
   - Representing the National Intelligence Coordinating Committee at the National Joint Operational and Intelligence Structures (NATJOINTS), which coordinates all security and law enforcement operations
   - Formed part of delegations to the Joint Standing Committee on Intelligence (JSCI) on various presentations during the period 2004-2007
8. The Presidency – Director: International Relations and Trade
(July 2005 – July 2006)

SCOPE OF DUTIES
- Monitor the development of policy and implementation/progress (Government’s Programme of Action) on South Africa’s foreign, international relations and trade policies
- Interface with the Portfolio Committees for Foreign Affairs and Trade and Industry
- Draft Presidential responses to relevant Parliamentary Questions on international relations and trade
- Represent The Presidency in South Africa’s Trade Negotiations with the Department of Trade and Industry

9. National Intelligence Agency: Senior Analyst – Political Intelligence

SCOPE OF DUTIES
- Lead political intelligence in providing products on political intelligence
- Drafting domestic intelligence input to the annual National Intelligence Estimate
- Developing early warning models to guide analysis and intelligence collection

PROFESSIONAL MEMBERSHIPS

The Vhembe District Improvement Programme seeks to improve the quality of teaching, learning and management of schools as well as the effectiveness of the support and monitoring services provided to schools with a view to replicating the programme and lessons learned during implementation in other districts.

University of Venda Foundation: Member of the Board of Governors since September (2013 – 2016)
Was a member of the University of Venda Foundation Board of Governors responsible for raising funds for different educational causes.

Primary responsibilities included drafting and reviewing policy documents on Social Transformation. Drafted the 2010 National General Council discussion document on Social Transformation. In the post 2011 period, I have assisted various sub-committees of the Social Transformation Committee at National Executive Committee sessions (2017) and at the African National Congress’ National Conference at Nasrec, (December 2017).

AWARDS RECEIVED

2015
2003-2004
2000-2004 Queen’s University Graduate Award, (Ph.D.) Kingston, Ontario, Canada
2000-2004 National Research Foundation’s Prestigious Scholarship for a Ph.D.
1999 French Institute scholarship for a Ph.D. 1999 [ENS Cachan, France] (not taken)
1997-1998 Abbe Bailey Trust, scholarship (M.Phil.)
1998 Human Sciences Research Council research funding (M.Phil.)
1997 South African Political Science Association

PUBLICATIONS: BOOKS


PUBLICATIONS: ARTICLES

1999 “Xenophobia and relative deprivation,” Crossings, 3 (2), 4–5. (1999), Southern African Migration Project, Queen’s University, Kingston, Canada.
PUBLICATIONS: NEWSPAPER ARTICLES

Have contributed articles to South African newspapers on different topics:

- “Cape’s poor bear the brunt of reckless politicking,” Business Day, 11 March 2008
- “The importance of adequate housing,” Mail & Guardian, 01 September 2008
- “Despite limited resources, housing delivery output must be accelerated urgently, Cape Argus, 26 November 2009
- “Essential service worthy of defense,” Mail & Guardian, 11 April 2011
- “Harnessing collective efforts is the answer,” Mail & Guardian, 26 April 2013
- “Improving the lives of SA’s children,” Mail & Guardian, 29 November 2013

CONFERENCE PAPERS PRESENTED

Motivation Letter

Dear Sir/Madam

I believe that I can add value to your organisation as I am versatile, honest, well experienced professional (PhD, Inorganic chemistry) and have over 13 years of working experience. I am currently working as Regulatory Scientist and have previously worked Researcher, Senior Scientist and Business Analyst. I am also serving at Sanas board sitting at both Audit & Risk and HR & Remuneration Committees. I served at Mintek board and I was a Technical Committee chairperson. I previously served as council member at Flavius Mareka TVET College. My overall experience is in the following fields: Pharmaceutical, Academic, Scientific Research, Petrochemical and Strategic Intelligence.

Summary of work experience:

- Academic capacity development
- Academic coordination and teaching (lecturer)
- Mentoring and supervising honours and MSc students
- Project Management
- Strategic planning
- Strategic business analysis
- Research analysis, monitoring and reporting (E.g. SWOT, PESTLE etc.)
- Research in different industries, thus: polymer, inorganic chemistry, nanotechnology, homogenous and heterogeneous catalysis and petrochemical
- Pharmaceuticals (regulatory affairs)
- Non - executive management (Committee Chairperson and member of Human Resources)

Through my career, I have acquired the following skills/competencies: leadership, scientific research and analysis, report writing, strategic thinking and planning, business analysis, presentation, performance management, business communication, assertiveness, mentoring, coaching and team player.

To firm up my business/management acumen I completed (2012) Fundamental Management certificate Program (FMP) at SBL, Unisa with the following modules: Leadership and interpersonal skills; Activity planning and control; Occupational health and safety; Management process; Labour and employment relations; Introduction to financial management. I also attended business short courses such as Financials for non-financial managers, Strategy thinking and Planning.

I am a strong believer of continuous learning for growth and development. Learning Never Ends.

Yours Truly

[Signature]

Cell: [Number]
Career Statement

I am versatile, confident and highly experienced professional with more than 13 years' work experience. I am a member of Institute of Directors in Southern Africa (IoDSA). Currently, I am serving as board member at SANAs and sit at both Audit & Risk and HR committees. I recently served as a board member and technical committee chairperson at Mintek. I previously served as council member at Flavius Mareka TVET College. I am currently working as Project Manager at Ascendis Pharmaceutical. I worked temporarily as researcher at Research Directorate office, Vaal University of Technology (VUT). I previously worked as strategy business analyst at Sasol International Energy; as a senior scientist at Sasol Technology and as scientific researcher at CSIR. I offered chemistry lectures part-time (at UJ), while studying PhD. My overall experience is in non-executive management (board), science & technology, academic, research & development (R&D), chemistry, pharmaceutical, project management, strategy and business analysis/intelligence environments.

Experience Summary

- Good experience in non-executive management
- Well experienced in strategy thinking and planning and analytical thinking
- Solid knowledge and understanding in stakeholder management
- Excellent knowledge and experience in R&D and petrochemical sectors
- Good experience in lecturing at higher education level
- Good experience in academic research funding and policies
- Advanced business intelligence and analysis
- Effective team player and influential leadership
- Excellent presentation and effective communication skills
- Distinctive report writing and highly computer literate
Professional Achievements

- Serving as board member at SANAS
- Serving as board member and technical chairperson committee at Mintek
- Served as council and Strategic committee member at Flavius Mareka College
- Participated in Mintek CEO interviews as the Panel Member
- Nominated to lead and coordinate Sasol Inzalo R&D mentoring program, to historically disadvantaged postgraduates’ students
- Nominated by senior management team to participate in R&D senior management (EXCO) monthly meetings
- Recommended competitors to our catalyst business unit after performing catalyst competitor analysis - recommendations were implemented
- Won best poster presentation at Catalysis Society of South Africa (CATSA) conference, in 2002
- Published 7 scientific articles in international journals

Professional Experience

Project Manager
Current
Ascendis Pharma – Bryanston, Johannesburg, South Africa
Responsibilities:
- Managing projects for Quality Assurance and Regulatory Affairs
- Ensuring compliance with regulations set by South African Health Products Regulatory Authority, SAHPRA
- Registration of products at SAHPRA
- Monitor risks and perfuming audit for 3rd party manufacturers, suppliers and laboratories

SANAS Board Member
Reporting to minister of the Department of Trade and Industry (dti)
December 2018 – November 2021
SANAS –
Responsibilities:
- Determine the strategy to achieve SANAS’ purpose and to implement its values in order to ensure that SANAS is sustainable
- Ensure that SANAS complies with all relevant laws, regulations and codes of best business practice
- Exercise control generally over the performance of its functions, the exercise of its powers and the execution of its duties
- Review policies and other relevant documents prior to board and committee meetings
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual reports and financial statements

Board Member and Chairperson of Technical Committee
Reporting to minister of DMRE
June 2016 – August 2019
Mintek – [Redacted]
Responsibilities:
- Determine the strategy to achieve Mintek’s purpose and to implement its values in order to ensure that Mintek is sustainable
- Ensure that Mintek complies with all relevant laws, regulations and codes of best business practice
- Exercise control generally over the performance of its functions, the exercise of its powers and the execution of its duties
- Review policies and other relevant documents prior to board and committee meetings
- Serve as chairperson for technical committee and to take on other adhoc special assignments
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual reports and financial statements

Researcher at Research Directorate Office (Temporary)
August 2016 – November 2017
Vaal University of Technology (VUT) – Vanderbijlpark, Gauteng, South Africa
Responsibilities:
- Research Development Grant (RDG) planning and budgeting
- Reporting to DHET on RDG plans and annual reports in accordance with their requirements
- Analysis of VUT staff capacity development initiatives to align with DHET development plans
- Perform several ad-hoc analysis for Research Directorate office
Council Member
Reporting to minister of DHET
February 2017 – March 2018 (ONLY quarterly meetings)
TVET, Flavius Mareka College – Sasolburg, Gauteng, South Africa
Responsibilities:
- Ensuring that college is well governed and rules are adhered to
- Establish the council committees and determines the composition and functions of
each committee
- In consultation with academic board, determine student admission policy, the
language policy, tuition fees, accommodation fees and any other fees payable by
students
- Determines conditions of service, code of conduct and privileges and functions of
its employees
- Approves the annual budget of the college

Strategy Business Analyst
August 2012 – January 2015 (Retrenched)
Sasol International Energy - Rosebank, Gauteng, South Africa
Responsibilities:
- Pro-actively prepare and communicate business intelligence analysis to our
stakeholders (e.g. EXCO members and senior managers)
- Continuously monitor and track key industry changes that have impact on Sasol’s
GTL growth drivers (i.e. gas and oil price, emerging and competing technologies,
catalyst competitors, GTL competitors, markets etc.)
- Prepare intelligence analysis reports such as: STEPP reports, SWOT analysis,
country analysis or company of interest to better understand the impacts and
implications
- Prepare and formulate International Energy strategy to align with Sasol Group
Strategy
- Contributing towards board documents

Senior Scientist
July 2008-August 2012
Sasol Technology, R&D – Sasolburg, Free State, South Africa
Responsibilities:
- Researched catalyst development for conversion of gas to liquid (GTL), producing
products such as wax, paraffin, petrol and other products
- Studied poison effect on cobalt-based Fischer Tropsch (FT) reactions
- Tested in-house cobalt catalysts on micro-reactors for FT activity and stability
- Assisted at Strategy group to ensure performance in accordance to Balanced
Scorecard management system
Senior Researcher
February 2007- June 2008
CSIR, Nanotechnology division – Pretoria, Gauteng, South Africa
Responsibilities:
- Preparation of modified polymers on carbon nanotubes with the aim of preparing biodegradable polymers.
- Operation of different techniques for analysis of the prepared samples.
- Worked at Poland as an exchange post-doctoral fellow.
- Researched on preparation and characterisation of gold nanoparticles modified with peptides in an attempt to form conducting nanofibers.

Part-Time lecturer
February 2005- November 2006
1st year Chemistry Lecturer – Doorenfontein, Gauteng, South Africa
Responsibilities:
- Preparing lecturers for 1st year students and laboratory experiments
- Setting up test and examination papers

Education and Qualification

Doctorate (PhD) – Chemistry, March 2007
University of Witwatersrand – Johannesburg, Gauteng, South Africa

Masters in Chemistry (M.Sc.), June 2003
University of the Western Cape (UWC) – Bellville, Western Cape, South Africa

B.Sc. Honours Chemistry, November 2000
University of Limpopo – Polokwane, Limpopo, South Africa

Fundamental Management Programme, June 2012
UNISA – Pretoria, Gauteng, South Africa

Entrepreneurship, June 2014
UNISA – Pretoria, Gauteng, South Africa

Interests

Leadership, Research, Teaching, Mentoring, Coaching, Analysis, Motivational Programs and Community Projects
References

1. 

2. 

3. 
BCom, CAIB(SA), MBL, PCC
Managing Member
Nirvana Consulting Close Corporation

BUSINESS TURNUAROUND AND HUMAN CAPITAL SUPPORT

BUSINESS ACHIEVEMENTS

Rosebank Catholic Church (pilot) – Turnaround strategy
Honey Comb Sweets (Pty) Ltd – Turnaround strategy and implementation through the UNDP
GALXCOC (Alexandra) – Sustainable socio-economic township development
Small Enterprise Development Agency SOC Ltd – Multimillion rand structured financing
Executive Development – Business coaching across different industries
Nedbank Ltd – Strategic planning, transformation and human capital
Standard Bank Ltd – Business development including Africa expansion

Strategy formulation
Human capital and cultural transition
Governance systems and controls
Operational implementation

PURPOSE

To serve as an ethical and value creating member of the CEF (SOC) Ltd contributing my skill, expertise and capabilities in meeting the Board’s mandate in achieving its strategic objectives. In so doing, contribute in building and sustaining the organisation’s relationship with key stakeholders.

MOTIVATION

... enjoys working within a challenging environment where he thrives in assisting organisations start new journeys, improve business performance, implement organisational change etc. He is able to do so by scanning the broad environmental landscape, understanding the market conditions, assessing the organisational position by exploring possibilities, mitigating risks and developing the roadmap to new territory. He also appreciates that execution and implementation cannot take place without people and hence his focus on people development and networks.

His extensive executive experience across a wide range of functional roles allow him to integrate his various skills to influence others in creating new pathways.

Some of ... personally attributes include: effective business strategy development and execution for the initiation and development of strategic opportunities based on global market requirements. His bias towards detailed planning mitigates risk and ensures good governance. His confident and professional profile enables him to thrive in different cultures. The willingness to learn and explore new environments and try new things has been further developed through his own personal growth and development. His strong business focus and people management skills allow him to achieve greater success in getting things done. He is a skilled facilitator given his exposure of understanding people dynamics and working with relationships in a collaborative manner.

... strong orientation toward operational and process delivery allows him to convert strategic intent into practical and implementable solutions – balcony/dance floor capabilities. His exposure in a project environment enables him to focus on execution, based on realistic timelines, deliverables,
contingencies and resource allocation. His ability to convert academic information into workable and practical solutions; looking at flexible and alternative possibilities work in his favour.

Another personality trait is his strong and sound business knowledge in the management of financial performance. He is bottom line driven based on "end to end" processes including environmental and regulatory impact. He is able to leverage human capital through his transformational leadership style and learning agility giving attention to people development. Self-motivation is ingrained. He has good leadership skills and is a committed and passionate team player.

is currently lead consultant in a pilot change initiative for the Catholic Church having lead the management team of a sweet manufacturing company in a business turnaround strategy to facilitate an empowerment transaction through a United Nations initiative. This encompasses returning the business from loss making, looking at new distribution markets including Sub Saharan Africa and becoming accredited to international standards to compete in new supply chains. He worked extensively with the management team shifting the business from family owned to becoming institutionalised. His coaching expertise provided the backbone to support the cultural and organisational change which was demanding and challenging.

has also worked with the Alexandra business chamber, in the development of a major investment fund for the upliftment of the people of Alexandra township. His tenure at a government funding agency for small business to merge two agencies gave him exposure to the need for black business growth in South Africa. During this time, he worked extensively with national and provincial governments in establishing private public partnerships; creating financing opportunities in the growth and development of small and medium sized black businesses in specific priority markets.

also spent several years in the area of human capital development. His exposure in this field entailed focusing on cultural and organisational change in a large financial institution where he led a team merging several major businesses into one. During the same period, he also changed the institution's approach to human capital from a centralised to a decentralised model. The experience in the human capital function was humbling and challenging but provided great learning in understanding human behaviour and relationships. This resulted in him embarking on a professional coaching qualification and began working with executives and senior managers in linking the world of business and their personal development. It's a journey that continues in the current exciting, demanding and complex world of work.

As a banker by profession, spent twenty years in the banking sector with several years in senior executive roles. Some of the roles included repositioning the mass market which achieved recognition internationally including the World Bank; playing a key role in facilitating and implementing a technology driven/behavioural scoring micro-landing joint venture – a first in the banking industry; creating automated loan products through the ATM network and expanding retail banking into Africa.

qualification include a Master's degree and he has attended senior and executive international management development programmes including participating in the United Nations Supplier Development Programme where he is part of a small group of certified consultants.

board and advisory experience stands him in good stead in understanding the strategic relationship between management and the board. His knowledge of the legislative environment as well as good governance protocols assists him in fulfilling his fiduciary duties and striving to ensure that the organisation meets its economic, social and environmental obligations.

While he does not have experience or exposure in some areas called for in the specification, his leadership maturity, management skill, work ethic and willingness to learn will allow him to get up to speed in a short period before making a meaningful contribution in the role.
12 September 2020

PURPOSE: APPLICATION FOR CEF NON-EXECUTIVE DIRECTOR

This application is a response to your advert which was flighted in the newspaper, for which I am expressing my interest. I am interested in being a non-executive director at the Central Energy Fund SOC, and submit a summary of qualifications, motivation and experience below with the details requested as per attached documents.

Education

I have attached a comprehensive CV which highlights my qualifications and professional experience which are relevant for this position. Specifically, I am a qualified electrical engineer with vast experience in the energy sector with emphasis in the electricity industry. I also have a business qualification and certificates from Wits Business School and Harvard Business School.

I have also attended the IOD’s Governance Course, which has strengthened my appreciation of corporate governance in general. I have attached certificates of attendance to accompany this application.

I have also included my certified ID and certificates, as per your request in the advert.

Motivation and Experience

As highlighted in my resume, I am well qualified to serve on the board and have the requisite experience having served on other boards as well. I have had the privilege of being a non-executive director at the CSIR, and also chairing their Audit Committee. I have also served as a non-executive board member at Eskom Rotek Industries SOC (ERI), Energy Access Partnership (EAP), South African National Energy Association (SANEA) and Lesedi Local Municipality’s Audit Committee.
CURRICULUM

VITAE
EDUCATIONAL BACKGROUND

[1975 - 1976]

SUBJECTS PASSED:
- Northern Sotho (HG)
- Afrikaans 2nd Language (HG)
- English 2nd Language (HG)
- Mathematics (HG)
- Physical Science (HG)
- Biology (HG)
- Afrikaans Monodeling, and
- English Oral

TERTIARY EDUCATION:
- BA
  (University of South Africa)
  [1983 - 1994]
- BA (Hons)
  (Rand Afrikaans University)
  [1995 - 1996]
- MA. (Rand Afrikaans University)
  [1997 - 2001]
- Certificate in Management (CM)
  {Stage 1 of MBA}
  (Buckinghamshire Chilterns University College-UK)
  [1998]
- Post Graduate Diploma in
  Management Studies (DMS)
  {Stage 2 of MBA}
  (Buckinghamshire Chilterns University College - UK)
  [2000]
- MBA
  (Buckinghamshire Chilterns University College-UK)
  [2003]
PERSONAL INFORMATION

SURNAME:

FIRST NAMES:

DATE OF BIRTH:

MARITAL STATUS:

DEPENDANTS:

NATIONALITY: SOUTH AFRICAN

RESIDENTIAL ADDRESS:

POSTAL ADDRESS:

CONTACT NO.:

E-MAIL ADDRESS:

HOME LANGUAGE: NORTHERN SOTHO

OTHER LANGUAGES: Setswana, Sesotho, English and Afrikaans

LANGUAGES FAIRLY UNDERSTOOD: isiZulu, isiXhosa, Swati, isiNdebele, Xitsonga and Tshivenda

DRIVERS LICENCE:
help support and accelerate the development of Black engineers in Suzlon. This was done to complement South African recruits and creates an environment for them to learn from expatriates and have the know-how to implement wind projects on their own in future.

truly values people and appreciates the benefits received through teams that demonstrate thought and skill diversity.

is cognitively superior with exceptionally well-developed communication skills. He presents himself well and inspires confidence. He can hold his own in press conferences and community confrontations regarding non-delivery of services to impoverished communities. He has also being the leader for management regarding labour issues.

He certainly has a good understanding of the energy sector, specifically related to electricity coupled with good overall connections in the energy industry.

Some of his other accomplishments / recognitions / awards are:

• Voted as “The Ultimate Bright Spark for 1992” from and by the 1992 Eskom graduates.
• Voted as the most participating student during the Global Utility Management Programme, Samford Business Utilities.
• Selected onto the Commonwealth Top Management Programme run by the National University of Singapore 20 to 31 January 1997.
• Selected as a High Performer in the Distribution Group at Eskom.

(nominated for the 2013 best male leader on transformation)

Personal Background:

Silas grew up in the Vaal Triangle, south of Johannesburg. His role models were:

• , Chief Operating Officer of MTN
• (a cousin), ZimCapital
• Virgin Group
• .

He chose his career path because he liked electrical appliances. He opted to do a degree in order to be able to “fix and not break things”. His education means a lot to him because he did not have to
pay back the people who paid for his education. He is glad that so many people call him to commend him on his achievements and see him as a role model.

His outside interests are that he likes to preach peace to people close to him. He also likes to tell people about global warming. A lot of people invite him to give talks to their employees, customers, children and friends on various topics. He runs various golf days including those which raise funds for charities. Soccer is, however, his favourite sport. He is also helping his brother, a priest, to raise funds to build a Christian church. He likes reading books on leadership, management, finance and business. He likes reading books which encourage him to think innovatively.

Attributes:

Silas regards himself as:

• Energetic
• Walk-the-talk
• Resilient
• Intelligent
• Detail oriented
• Warm
• Outgoing
• A self-starter
• Customer centric
• Persuasive
• A communicator
• Enthusiastic
• Relaxed
• Open
• Status conscious
• Tough
• Creative
• Controlling
• Honest
• Professional
• Direct
• A quick learner
• Spontaneous

He experiences stress when customers are not helped or when staff ill-treat customers. He regards his strengths as those items listed above, as well as his technical competencies. He also thinks he is good at building relationships at work and outside work.

He feels he has built a strong “pillar” in both the public and the private sectors. He intends to help politicians create sustainable jobs and prevent global warming.

Management style:

He regards his management style as approachable, being a good listener, supporting innovation, looking after assets which “create revenue and look after employees well-being”. The feedback he receives is that people are shocked at the intelligent level of his leadership at his age.

He is assertive and confident, ambitious, likes logical things and technical solutions. He thinks his critical faculty, lateral thinking, risk aversion and vision are strong. His work philosophy is to be participative and to treat others as you would like them to treat you. His special work interest is to ensure the customer satisfaction index is always positive. His career objectives are to be part of a recognised company as a shareholder or leader.

Achievements:

His achievements are that he has achieved most Board and shareholder deliverables and to have built a strong and resilient workforce with potential for further development.

Summary:

He believes nothing is impossible. He believes that happy customers will pay proactively, and Silas tries to persuade people to make a positive difference to the needy.
DEPUTY CHIEF EXECUTIVE OFFICER: CORPORATE SERVICES

2009

Duties

- Management of the finance and procurement division; human resource management; information technology and project management office.
- Financial and budgeting administration. This included ensuring the Annual Financial Statements of the department are compiled and released on the prescribed dates.
- Oversee the implementation of both the IT and Human Resource strategies of the organisation.
- Performance monitoring and evaluation unit within the Project Management Office, I oversee the putting together of the performance indicators and the monitoring of the implementation. We compile the consolidated quarterly reports of both performance and the quarterly financial projections.


DUTIES

- Managing the financial administration and Budget office. Also responsible for the overseeing the compilation of the Annual financial statement of the department and the Budget submissions to National Treasury.
- Managing the supply chain division and serving as the chairperson of the Adjudication Committee.
- Advice management on a monthly basis the expenditure trends and provide financial and procurement support to the line managers.
- Overall managing of the Chief Directorate comprising of approximately 80 officials with a budget of R4m.

1999 – 2000 Director: Finance GCIS

DUTIES:

- Management of financial administration and budgeting division of the department and acting as the Chief Financial Officer;
• Management of the procurement administration and the auxiliary services of the department (Cleaning, security, property and transport divisions)

1997 – 1999 Deputy Directors: Administration:
GAUTENG PROVINCIAL GOVERNMENT

DUTIES
• Overall supervisor of financial, transport and personnel divisions of the Premier's Office
• Ensuring the administrative and logistical support to the Premier's office is provided

1996 – 1997 Project Officer: Communication (Assistant Director)
Gauteng Provincial Government

DUTIES:
• Responsible for interacting with the members of the public on queries directed to the Premier.
• Establishing working relation with community based media structures;
• Facilitate the procurement of the needs of the Communication Directorate

1993 – 1994 (April) Administrator: Department of Information and Publicity
AFRICAN NATIONAL CONGRESS (ANC)  HQ

DUTIES
• Providing administrative support to the department;
• Assisted with administrative media support during the 1994 election period

1992: Studying full time

1991 Administrator: Organising Department
AFRICAN NATIONAL CONGRESS (ANC) HEAD OFFICE

DUTIES:
• Co-ordinating the interaction between Head Office with the regional offices.
• Arranging meeting and receiving reports from the Regional Offices

Have been in exile and working for the African National Congress in Angola, Mozambique and Swaziland until my arrest when I came into the country in 1989. Was released after the unbanning of the African National Congress in 1991.

REFERENCES

1. [Name] (Former boss)
   Contact:

2. [Name] (former Colleague)
   Deputy CEO: Stakeholder engagement GCIS
   Contact:
   Email:
Senior Certificate (Std 10)
Senior Sertifikaat (St. 10)

(National Senior Certificate Examination)
(Nasionale Senior Sertifikaateksamen)

AWARDED TO/TOEGEKEN AAN:

IDENTITY NO./IDENTITEITS NR.
EXAM. NO./EKSAAMNRS.

BIOLOGY SG
ECONOMICS HG
ZULU FIRST LANGUAGE HG
ENGLISH SECOND LANGUAGE HG
MATHEMATICS SG
BUSINESS ECONOMICS SG

Subjects passed/Vakke geslaag

BIOLOGIE SG
ECONOMIE SG
NATURALISME HG
NAARAGENSE HG
WISKUNDE SG
BEDRYFSEKONOMIE SG

Symbol/Signatuur

South African Comp Services
Client Service Centre
2019-07-13

Examinations Officer
Eksamensbeampte

Cleveland

Director-General: Education and Training
Direkteur-generaal: Onderwys en Opleiding

1992/06/01
01/02/92
01/02/92

3721041Y

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We certify that

having complied with the requirements of the Act
and Statute, was admitted to the degree of

Bachelor of Administration

at a congregation of the University

on 4 May 1998

Vice-Chancellor

Dean
We certify that

having complied with the requirements of the Higher Education Act

and the Institutional Statute, was admitted to the degree of

MASTER OF PUBLIC ADMINISTRATION

at a congregation of the University

on 3 October 2006

Vice-Chancellor

Executive
SECURITY CLEARANCE CERTIFICATE

THIS IS TO CERTIFY THAT
SECURITY CLEARANCE NO.
2019-07-22
TO THE LEVEL OF TOP SECRET HAS BEEN ISSUED TO
ID:

DIRECTOR-GENERAL DATE

EXPIRY DATE: 2023-03-31
CONFIDENTIAL 0044112
INNOVATIVE IDEAS TRAINING ACADEMY
"BUSINESS SUCCESS THROUGH CUSTOMER SATISFACTION, THAT'S WHAT WE KNOW"

THIS IS TO CERTIFY THAT

HAS BEEN AWARDED A CERTIFICATE

For Successfully Completing the

Strategies for PR and Communications

Master Class

FACILITATOR

SOUTH AFRICAN POLICE SERVICE
CLIENT SERVICE CENTRE

2019 -07- 13
CLEVELAND

LECTURER SIGNATURE

ISSUED ON THIS 29TH DAY OF JUNE 2012
1981 – 1984
GCSE, Solomon Freedom College in Tanzania

Subjects passed
Accountancy, Mathematics, English, History Geography, Development of the World, History of the struggles

1967 – 1979
Did my schooling in King William's Town and Butterworth. Details available on request

WORKING EXPERIENCE

June 2016 to date
Deputy Director General: Empowerment and Stakeholder Management Department of Military Veterans

Responsibilities
Provincial Offices and Stakeholder Relations Empowerment and Skills Development Heritage, Memorials, Burial and Honours

June 2014 to May 2016
Senior Manager: Office of the Deputy Speaker Eastern Cape Provincial Legislature

Responsibilities
Manage the Office of the Deputy Speaker, Ensure compliance with all policies and Procedures in the Office of the Deputy Speaker, Develop and maintain good image of the Office Of the Deputy Speaker, Ensure effective and efficient management of the Office of the Deputy Speaker.

September 2011 – Sept 2012
Acting General Manager: District Development & Implementation

Responsibilities
Coordinate District Management & Development, Oversee the Implementation of Service Delivery And District Coordination and the Area Managers, Ensure Implementation of Batho Pele, Develop Partnerships and Manage Interdepartmental Relations, Provide Strategic direction and Leadership to the District Managers, Ensure Monitoring and Evaluation of Departmental Projects and Programmes at District Level, Interpretation of Legislation relevant to the Districts, Ensure Implementation of an Integrated Service Delivery Model in all District Offices of Social Development & Special Programmes
November 2010 – Aug 2011
Senior Manager Office of Head of Department
Department of Social Development & Special
Programmes

Responsibilities
Manage and Implement Monitoring System which
Track Progress and Impact of the Department,
Ensure Departmental Strategic, Annual and
Operational Plans are aligned to the Provincial
Growth an Development Programme of Action,
Coordinate Departmental Reports on behalf of the
Head of Department, Monitor Provincial Policies
And the Legislative Framework relating to the
Department of Social Department & Special
Programmes, Monitor, Promote and coordinate
The Implementation of Departmental Service
Delivery Plans, Ensure the Promotion of
Cooperative Governance with National and
Provincial Government, Manage the of the Head
Of Department, Manage and Supervise Staff in
Office of Head of Department,

May 2009 – Nov 2010
Head: Office of the MEC
Department of Social Development

2007 -2009
Convivium
Senior Associate

2002 – 2007
General Manager: Strategic Support
Buffalo City Municipality

Responsibilities
Public Participation
Special Programmes inclusive of Gender, Youth,
People with Disability, HIV/AIDS & Older People
Council Support

1999 – 2002
Independent Development Trust (IDT) –
Programme Implementation Manager (PIM)

Responsibilities
Programme planning
Receive programme and draw action and
Scheduling plans.
Coordinate all relevant stakeholders
Identify service providers
Draft service provider’s terms of reference
And Contracts for validation by the legal
Department.
Enter into agreement with service providers.

Manages relations
To consolidate the social and technical Outputs.
Social: community, active social groups, Churches, association etc.
Technical: contractors, service providers, Engineers etc.

Programme Implementation
Coordinate activities of the community, service providers and other stakeholders.
Align programme with time requirements.

Monitors and reports on programme progress
Coordinate and manage each process
Compile reports on status, financial controls and possible problem areas.
Actively identify possible risks.
Manage risks.

1998 – 1999
IDT – Seconded as Programme Coordinator in the Transformation Programme Office.

Responsibilities

Project leader for Transformation Communication Project (only member)
To make sure that staff is kept up to date about developments during transformation process. To communicate issues that involve staff, on time and accurately. To respond to queries and questions raised by staff in a sensitive and honest manner without compromising the organization.

Project Leader for Transformation measurement tool (only member)
To monitor Transformation progress against set milestones. To monitor whether transformation is within budget without compromising quality. To monitor overall transformation projects whether they are on schedule and within budget. To indicate to all project leaders without alarming the critical path.

To ensure overall coordination of the Transformation. To attend and make presentations in Executive Committee Meetings. To prepare presentation for the Board of Directors. To visit provinces to solicit buy in from staff. To inform strategic partners and government on developments such as changed core business and mission statement. To network with other development agents in verifying our development
<table>
<thead>
<tr>
<th>Year</th>
<th>Role</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>1997</td>
<td>IDT - Provincial Programme Coordinator EC</td>
<td>Analyse Provincial Develop Needs. To generate and analyse information on provincial poverty impact, social demographics, economic development indicators. Indicate via scientific analysis areas in the province that require development intervention and the appropriate kind and order. Identify Provincial Development Initiatives / Interventions. To study provincial government development initiatives and counterpose such to IDT and private sector interventions. Develop in consultation with Programme Managers, Provincial government departments and private sector appropriate development initiatives / interventions for the province. Implementation of Development Initiatives Interventions. To ensure that facilitation teams are aware of development programme objectives / mission and corresponding criteria. Assist Programme Managers in Programme Implementation in the province. Monitor and Evaluate Development Initiative Intervention. Monitor and evaluate whether development initiatives / intervention have met objective / mission and criteria and submit reports in this regard. Liaison with Research Institutions, Private Sector and Provincial Government Departments. Source information of Provincial poverty impact, social demographics and economic indicators from reputable research institutions. Liaises with private sector, government delivery departments on provincial development needs and required initiatives / intervention administration. Generate reports as required in an agreed format.</td>
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| 1997 September | IDT Community Facilitator | Facilitation, Consult broadly at local / District level with communities to:  
- Establish their development needs |
• Priorities development needs at general meetings.
• Ensure community involvement and commitment to guarantee sustainability of projects
• Facilitate the establishment of community structures via consultation with all stakeholders in a community.
• Assist community development committee to open bank accounts for projects and develop and adopt a constitution for the committee.
• Ensure community participation in the identification, approval and appointment of technical support for projects (principal agent, technical consultants, project manager etc).

Monitoring and Evaluation. Monitor and evaluate the environmental, social, health, and economic impact of projects / programmes.

Communication. Facilitate contact between community development committee and municipality, tribal authorities, funders, NGO's civics and government officials. Facilitate workshops at the community levels.

Training / capacity building. Ensure community participation in the identification, approval, and appointment of training institutions and implementation of training on such areas as bookkeeping, budgeting. Conduct workshops to clarify role and responsibility of office bearers. Monitor the quality of training provided by the training institution.

Administration. Maintain up to date project files on each project. Ensure that copies of project minutes are kept on project files. Develop a monthly action plan on project facilitation. Attend monthly meetings convened to report on project progress.

1997 August
Qualified as a member of the Estate Agent Board

1996 January
Joined Pam Golding Properties (King William’s Town branch as an Estate Agent.)
1995 September to December  Research for trust for Christian Outreach and Education (TCOE) on local government.

1995 November  Presiding Office – Local Government Elections

1992 – 1995  Resident Tutor – University of East Anglia United Kingdom

1991  Summer holidays worked part-time for The University of Transkei’s Bureau of Development, Research and Training. Worked with Carl Keyter. My work mainly involved the evaluation of households for the distribution of funds for sustainability projects.

1986 – 1990  Worked as an Administrator in the South African Congress of Trade Unions (SACTU) London office, in the treasury department. Worked with Archie Sibeko. My work included fund raising, bookkeeping, addressing meetings and doing administrative work.

1986 – 1989  Worked in Angola for the ANC as a Commander of the women’s group.

1980  Got involved with the ANC as a pupil and had to leave South Africa for political reasons.

INTERESTS  I would like to contribute towards elevating the Status of disadvantaged communities both economically and socially. I am also equipped to deal with trade related negotiations. I enjoy organizing people and instilling hope by both working directly with consulting people to draw up realistic policies and practices given limited resources.
REFERENCES:

General Manager

Managing Director - Consulting

General Manager - Health Services
INTERNATIONAL CONFERENCES ATTENDED

2017 United Nations Commission on the Status of Women, March, New York, United States;
2008 World Urban Forum, 3-6 November, Nanjing, China;
2008 United Nations Population and Development, United Nations, April, New York, United States;
2008 United Nations Housing and Urban Development (UN Habitat), November, Nairobi, Kenya;
2008 Business Cycle Development, Financial Fragility, Housing and Commodity Prices, 21-23 November, Barcelona, Spain;
2007 Intelligence Analysis in the Asia-Pacific Conference: Intelligence Culture and Practice, 17-18 September, University of Adelaide, Australia;
2006 Africa Beyond Aid, conference organized by the Brenthurst Foundation and the Konrad-Adenauer Stiftung, 3-4 April, Potsdam, Germany;
2005 World Trade Organisation, Ministerial Conference, 13-18 December, Hong Kong, China.

REFERENCES

1. Executive Director: Mapungubwe Institute for Strategic Reflection
2. Special Advisor: Minister of Mineral Resources & Energy
3. South Africa’s Ambassador to The Hague
ACADEMIC ACHIEVEMENTS
- Pass Credit Management Course with Distinction (2014)
- Certificate of Merit – Top 10 first years in Welwetbia Residence – UFS
- Distinction in Business Economics – Grade 12 – Inanda Seminary (KZN)

LEADERSHIP ROLES
- Provincial Coordinator for Professionals, Academics, Business and Suburbia.
- Various leadership roles in the communities in which I have resided.
- Board member of New Life Shelter (NPO looking after abused girl children based in Lombardy East).
- Member of the Best Audit Team – Investec Limited – Ernst & Young 2006 – 2007.
- Member of Student Transformation Forum - UFS
- House Committee Member – Academics Portfolio -UFS

EMPLOYMENT HISTORY

Company: Denel SOC LTD
Position: Independent Non-Executive Director
Chairperson of the Risk Management Committee
Member of the Audit Committee
Member of the Investment Committee
Period: May 2018 – Present
Responsibilities:

Oversight Responsibility with focus on:
- Rebuilding and strengthening governance.
- Rooting out corruption.
- Restoring Denel SOC LTD's financial position and
- Ensuring that Denel fulfils its economic and developmental mandates.

Company: Gauteng Department of Health
Position: Chief Financial Officer
Budget:
Period: 
Responsibilities:

Strategy
- Drive the turn-around of the Gauteng Department of Health.
- Drive Transformation of procurement and supply chain management

Responsible for Budgeting for the Department.
Responsible for Risk Management and internal controls.
Responsible for Financial Reporting,
Responsible for Stakeholder Management

Company: South Ocean Holdings Limited – JSE Listed
Position: Group Chief Financial Officer
Budget: R2.0 billion
Period: August 2016 – January 2018
OTHER NOTABLE EXPERIENCE:

- Transnet Ltd (Internal Audit division) – outsourced by Ernst & Young Inc. for 2 months (October – November 2008). Performed internal audit procedures.

- Land Bank – outsourced by Ernst & Young Inc. from January 2010 to June 2011: Assisted the Compliance & Administration Manager with the following:
  - Reviewed and processed journals.
  - Performed month-end procedures.
  - Reviewed human resources transactions and reconciliations.


COMPUTER LITERACY

Caseware
AlignAlytics (on-the-job training – Endo – Litha’s American parent company)
TeamMate (on-the-job training – Endo – Litha’s American parent company)
Navision (on-the-job training – Litha healthcare Group)
SAP (on-the-job training, Land Bank)
Internet and e-mail (Microsoft Outlook, Lotus Notes)
EY audit software – EY/AWS, GAMx

REFERENCES
- Ensuring that Annual Financial Statements are in accordance with the latest statements of International Financial Reporting Standards (IFRS)
- Evaluating accounting systems to determine their efficiency and effectiveness
- Ensuring delivery of high-quality Annual Financial Statements through detailed review for accuracy and disclosure

**Company:** Ernst & Young Inc.
**Position:** Trainee Accountant
**Period:** January 2005 – December 2007
**Responsibilities:**

* 2007 – planning and execution of audit strategy for various engagements at supervisory level including:
  - Assessing risks at overall entity level as well as at account level
  - Performing substantive procedures
  - Performing tests of controls
  - Wrapping-up of audits
  - Drafting audit reports and other reports on audit findings
  - Conducting research on clients in order to obtain an understanding of the client and its environment
* 2006 – execution of audit strategy for various engagements at assistant level
* 2005 – execution of audit strategy for various engagements at senior level

**Client portfolio – Ernst & Young: Post Articles**

* **Client Name**
  - Land Bank
  - Standard Bank
  - Transnet Metal Industries Benefit Fund (MIBFA)
  - Edcon Pension Fund
  - Mr Price Executive Pension Fund
  - Various Pension Funds administered by Liberty
  - Various Retirement Funds administered by Metropolitan
  - Werksmans Staff Provident Fund
  - Various Funds administered by Alexander Forbes

**Client portfolio – As a Trainee Accountant:**

* **Client Name**
  - Sanlam Sky (Long term)
  - Investec Property Group (Long term)
  - Saficar Insurance Company
  - Channel Life
  - Transnet – Internal Audit
  - Scania South Africa
Review monthly balance sheet reconciliations
Branch Reconciliations review

Company: Land Bank Land and Agricultural Development Bank of South Africa
Position: Project Accountant.
Period: June 2011 – April 2014
Responsibilities:
- Recalculation of interest claims
- Perform quality checks on recalculations done
- Compile Monthly Management Accounts
- Ensure that branches have the recalculated memos timeously to relay the results to the clients.
- Perform administrative duties for the project team.

Company: Ernst & Young Inc.
Position: Client Service Executive/Assistant Manager
Period: Jan 2008 – June 2011
Responsibilities:
* Project management of audit assignments in an Assistant Manager Capacity involving:

People Management:
- On-the-job coaching, mentoring and transfer of skills to junior staff members.
- Planning human resources for audit engagements.
- Managing teams compromising of first, second and third year trainee accountants.
- Perform engagement reviews and performance assessments for the team members including identifying development needs.
- Developing and maintaining relations with existing clients.

Administrative Function:
- Preparation of budgets and compilation of budgets reports
- Consistent monitoring of the budget set for the audit engagement and reporting to Directors
- Completing audit reports for dissemination to management and ensuring proper follow up of outstanding items and recommendations
- Communicating results of audits through written reports and oral presentations to management
- Reviewing tax returns, provisional and annual returns and handle SARS queries

Audit Function:
- Understanding of the client's environment and designing audit strategy appropriate to address the identified risks.
- Review of Annual Financial Statements (AFS)
Company: Endo International PLC/Litha Healthcare Group
Position: (Senior Manager) Finance /Head of Internal Auditor
Period: May 2014 – July 2016
Responsibilities:
- Reporting to the Director of Internal Audit – Endo Pharmaceuticals (USA).
- Previously reported to the Audit Committee when Litha was listed on the JSE.
- Prepare and perform SOX compliance audit across the group.
- Prepare quarterly Internal Audit and risk reports for the Audit Committee meetings.
- Attend Audit Committee meetings.
- Develop and implement internal Audit plans so that an effective and efficient audit process exist within the company.
- Develop and implement policies and procedures for effective functioning of the Internal Audit function.
- Ensuring that the functions of the Internal Audit are aligned to the requirements of business.
- Set up and manage activities of the Internal Audit department.
- Preparing the audit reports and liaise with all divisions and Senior Management on audit findings.
- Provide assistance, advice and guidance to all divisions and management with regards to the implementation and maintenance of adequate controls.
- Coordination of integrated reporting initiatives in the Group.
- Participating in month/quarter and year end closing reporting.
- Assisting in the preparation of quarterly reporting packages.
- Assisting in the preparation and coordination of the annual budgeting processes.

Company: Land and Agricultural Development Bank of South Africa
Position: Acting Senior Financial Accountant
Period: June 2011 – April 2014
Responsibilities:
- Ensure all transactions comply with International Financial Reporting Standard (IFRS)
- Assist with annual budgeting process
- Authorisation of EFT payments
- Prepare cash flow forecast and projections on monthly and quarterly basis for National Treasury reporting purposes.
- Liaison with external and internal auditor
- Preparation of the Annual Financial Statements
- Ensure adherence to financial processes, procedures and policies
- Member of the Bank’s Retail Credit Committee
- Month End Procedures:
   Approval of journals
- Train the Finance Unit and other staff on raising awareness and knowledge of financial management matters.
- Oversee the production of monthly reports, as well as financial statements and cash flow projections for use by Executive management, as well as the Audit and Risk Management Committee and Board of Directors.
- Assist in the design, implementation, and timely calculations of wage incentives, commissions, and salaries for the staff.
- Oversee Accounts Payable and Accounts Receivable.
- Ensure a disaster recovery plan is in place.
- Responsible for drafting annual financial statement complying to IFRS to be audited.
- Review and assist with the Integrated Annual report.

Treasury
- Organising and structuring of key finance investments to generate competitive advantage.
- Monitor cash balances and cash forecasts.
- Ensure that adequate cash flow is available for business activities.

Budget
- Prepare annual budgets for the Group and present to the Board of Directors for their approval.
- Analysis together with the CEO and the MD's of the subsidiaries, the budgets of the individual companies, to ensure that they are in-line with market trends and growth together with the company strategies and visions.
- To ensure that reforecasts are done on a quarterly basis together with the CEO and the MD's of the subsidiaries, to ensure that they are in-line with market trends and growth together with the company strategies and visions.
- To ensure that expenditures of the Company are within the authorized annual budget of the Company.
- Maintain good relations with third parties, ie Banks, JSE sponsors etc...
- Develop, implement and oversee the strategy to ensure adequate transformation of the Company in line with BEE regulations and Employment Equity Act.
- Maintain a good working relationship with internal and external audit Firms.
- Ensure the integrity of all public disclosures by the Company.
Responsibilities:
- Reporting to the Board of Directors and Group Chief Executive Officer.

Strategy
- Assist in formulating the company's future direction and supporting tactical initiatives.
- Assist in performing all tasks necessary to achieve the organization's mission and help execute staff succession and growth plans.
- Work with the CEO on the strategic vision including fostering and cultivating stakeholder relationships.
- Assist the CEO in identifying new funding opportunities.
- Assess the benefits of all prospective contracts and advise the Executive Team on programmatic design and implementation matters.
- Manage the capital request and budgeting process.

Operations
- Participate in key decisions as a member of the executive management team.
- Maintain in-depth relations with all members of the management team.
- Manage the accounting, human resources, investor relations, legal, tax and treasury departments.
- Oversee the financial operations of the subsidiary companies.
- Implement operations best practices.
- Assisting in the development and negotiation of contracts.

Risk Management
- Ensure that a proper Risk Management Policy is in place.
- Ensure that proper Risk registers are maintained.
- Understand and mitigate key elements of the Company's and Group's risk profile.
- Maintain relations with internal and external auditors and investigate their findings and recommendations.
- Develop and maintain systems of internal controls to safeguard financial assets of the organization.

Finance Management
- Oversee the management and co-ordination of all fiscal reporting activities for the organization including: organizational revenue/expense and balance sheet reports, reports to.
- Reports to funding agencies, development and monitoring of organizational and contract/grant budgets.
- Ensure that proper procedures are in place to control authorisation of all purchases.
- Ensure proper control procedures for appointment and payment of staff are in place.
CURRICULUM VITAE

PERSONAL INFORMATION
Identity number: [redacted]
Date of birth: [redacted]
Citizenship: South African
Marital status: Married
Dependents: One
Languages: English, Sesotho, IsiXhosa & IsiZulu
Health: Good
Driver's licence: [redacted]
Email address: [redacted]
Gender & Race: Female – African

EDUCATION/QUALIFICATIONS

Professional Designation: Chartered Accountant (South Africa) (CA (SA))

Public Practice Examination: Independent Regulatory Board of Auditors (IRBA)

Auditing Specialist Course: Joint course by UCT & UJ

Credit Management Certificate p3: Institute of Credit Management (with distinction)

Part 1 Qualifying Exams (QE1): South African Institute of Chartered Accountants (SAICA)

Post Graduate Diploma in Accounting Sciences: University of South Africa


Diploma in General Management: Natal Technikon (1998 – Successfully Completed first year)
University of Pretoria
Faculty of Engineering, Built Environment and Information Technology
Department of Engineering and Technology Management

This is to certify that

[Redacted]

has successfully completed the

Short Course on
Project Management Principles and Practices
with MS Projects

27 to 31 July 2015
This certificate is awarded with distinction

[Redacted]

[Redacted]
National Certificate

This is to certify that

[Signature]

I.D. No: [Redacted]

Has successfully achieved competence against the following SAQA registered qualification

NATIONAL CERTIFICATE: RADIO STATION MANAGEMENT

NQF Level 5
(NLRD No. 49122)

In terms of section 9 (1)(f) of the ETQA Regulations No. 1127 of 1998 under the SAQA Act No. 58 of 1995, effective 1998

[Signature]

Commissioner of oaths (Ex officio)
Jeremy Rex Walls
Competence Area Manager - Sensor Science and Technology
CDB Magenta Science & Manufacturing
P.O. Box 399 Pretoria 0001

[Signature]

M.M.B
SSG Competence Area Manager

CN: SSETGAB09422

16/05/2017
Date of Issue

Awarded as an original document with no alterations
Certificate of Completion

[Redacted]

has completed the course

Strategic Thinking for Communicators
22 January 2014

Executive Director: IAJ

Course Facilitator

1 Richmond Forum, Cedar Street, Richmond, Johannesburg
Certificate of Attendance

has completed a 12 month learnership on

Radio Station Management: National Certificate
NQF Level 5

in Johannesburg February 2007 - October 2009

LAJ: Executive Director
20 October 2009
October 09, 2015

National ID/Passport: 6908285361063

Final Results: Short Course on Project Management Principles and Practices with MS Projects (P003082-001-2015)

Hereewith a summary of your final results for the Short Course on Project Management Principles and Practices with MS Projects. Enquiries can be submitted to the above address or contact our Client Information Centre at

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<th>Result %</th>
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<td>Pass with Distinction</td>
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<td></td>
<td>78%</td>
<td>Pass with Distinction</td>
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Please visit our website at www.ce.up.ac.za for upcoming courses!

Certified a true copy of the original

SSF Competence Area Manager

Commissioner of oaths (ex officio)

Jeremy Rea Walls
Competence Area Manager - Sensor Science and Technology
C2R3, Mammalia Science & Manufacturing
P.O. Box 399 Pretoria 0001
July 31, 2019

Dear [Name],

APPLICATION FOR THE POST OF THE DIRECTOR — GENERAL

I am writing in response to your advertisement of the post of the Director — General Government Communication and Information Systems, which was recently advertised in the Sunday Times dated 14 July 2019. I hereby submit my application for the post as I am confident that I meet the requirements for the position.

I have thirty-five (35) years' experience serving collectively in the supervisory, middle management, senior management and executive management levels. Six (6) of those years were at the supervisory level in community development at the Administration Board Northern Transvaal. Fourteen (14) years were at the management level in television productions at the South African Broadcasting Corporation (SABC). Nine (9) years were at the senior management level in the promotion of gender equality at the Commission for Gender Equality (CGE). The remaining seven (7) years were at the executive management level at the Independent Communications Authority of South Africa (ICASA), the regulator of ICT industry in South Africa.

I have acquired knowledge in film making, when I was employed by the Administration Board Northern Transvaal (Admin Board N TVL). During my tenure at the Admin Board NTVL, I was an assistant to the Board's Camera Operator for recording community development documentaries throughout the then Northern Transvaal. I had an opportunity to operate the motion picture camera to record the production and dispatched the recorded films to the laboratory for processing. I also had the opportunity to learn how to edit the film to make the final copies of our documentaries.

My work in Film Production created an interest for me to work in television production at the SABC (Corporation). The Corporation recruited me as the Junior Producer for the then TV 3 in 1983. The Corporation provided intensive television production training to me and other recruits. My training production was rated the best at the end of our training. I progressed throughout the years from Television Producer to a management level as the Specialist Producer and occupied that position till I left
UNIVERSITY OF THE WITWATERSRAND,
JOHANNESBURG

At a congregation of the University
held on 08 December 2015

was admitted to the Degree of

Master of Arts

[Signature]

[Ex officio]
Jeremy Rex Walls
Competence Area Manager - Sensor Science and Technology
CSIR Materials Science & Manufacturing
P.O. Box 393, Pretoria 0001

[Certified as true copy of the original]
Mr J. Walls
SST Competence Area Manager

[Signature]
Dean: Faculty of Humanities

[Signature]
Vice-Chancellor and Principal

[Signature]
Register
UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

At a congregation of the University

held on 28 June 2012

was admitted to the Degree of

Bachelor of Arts with Honours

(Journalism and Media Studies)
the Corporation in 1997.

During my tenure as the Television Producer I produced documentaries and magazine productions by recording on film before the introduction of video tape recording. I have experience in broadcasting live productions, and I produced live programme called "" at the SABC studios in Silverton, Pretoria. I am grateful to mention that through my skill, knowledge and diligence in television productions, I was awarded with the best Television Awards as well as the Management Recognition of Achievement Award.

My role as Specialist Producer was to lead and manage the team of television producers who produced magazine programmes. My knowledge in film and video productions equipped me with experience and knowledge in Public Service Broadcasting. I am grateful to mention that I was delegated on numerous occasions to act as the Regional Editor for TV News Pretoria when the incumbent was on leave.

In my career at the CGE, as the Head of Department, I provided strategic leadership and management to Public Education and Information Department. As a member of Senior Management at the CGE, I have participated in the development of the 5-year Strategic Plan and Annual Performance Plans. I planned, led and oversaw the implementation of the Public Education and Awareness Campaigns for the promotion of gender equality in all communities of South Africa. I have managed the allocated budget in compliance of with PFMA, Treasury Regulations and other relevant legislations. I oversaw the roll-out of the Information Technology (IT) infrastructure and managed the efficient delivery of IT services to Commissioners and staff.

During my tenure in ICASA, I worked directly with Councillors as the General Manager for Consumer Affairs Division. I have provided strategic leadership and direction to the Division I led, and I had participated in the development of the 5-year Strategic Plan and Annual Performance Plans. My core responsibilities were to manage the allocated financial resources in compliance of with PFMA, Treasury Regulations and other relevant legislations. I oversaw the promotion of consumer protection in the ICT sector through Public Education and Awareness Campaigns, resolved consumer complaints, ensured consumer research, ensured the monitoring of Quality of Service (QoS) as provided by ICASA licensees as well as provided guidance in the development of consumer protection regulations.

I have experience in serving as a Councillor In Digital Dzonga Council. Digital Dzonga Council was mandated to spearhead digital migration and to advice the Minister of Communications on Digital Migration Strategy in South Africa. In Digital Dzonga Council, we developed Broadcast Infrastructure Strategy, Help and Support Strategy, Monitoring and Research Strategy, Technology Standards and Communications Policy. We also developed the Code of Conduct for Digital Dzonga Council.

In the African continent, I have participated in the Communications Regulatory Authorities of Southern Africa (CRASA) in the development of CRASA’s Consumer Protection Policy. Furthermore, I have participated in the Annual Conference of the African Telecom Regulators on Consumer Affairs in Lagos,
July 31, 2019

Page 3

Nigeria in October 2013. It is at that Conference where I proposed that all regulatory frameworks in the African continent need to be harmonised for effective and efficient delivery of services to consumers.

In the International platform, I have participated in the Workshops, Summits and Conferences that were organised by the International Telecommunications Union (ITU), the Federal Communications Commission (FCC), G3ict Global Initiative for Inclusive ICTs, as well as the United Nations Department of Economic and Social Affairs. The highlight of my participation in the International platform was when I represented ICASA at the World Conference on International Telecommunications 2012 (WCIT- 2012) in Dubai, where I successfully lobbied and convinced the ICT world leaders to include Accessibility, Inclusivity, e-Waste and Energy Efficiency in the International Telecommunications Regulations (ITRs). Please refer to:
http://www.youtube.com/watch?v=uf63MRCRF-o


In terms of qualifications, I hold BA Communications (UNISA); BA (Hons) Communications (UJ); MA Communications (UJ); Executive Development Programme (GIBS); Post Graduate Certificate in Management (BCUC, United Kingdom); Postgraduate Diploma in Management Studies (BCUC, United Kingdom) and MBA (BCUC, United Kingdom). Currently, I am a PhD candidate with the University of Witwatersrand and my study focuses on Digital Transformation for Social Development.

I submit that if I am successful, I will use my management and leadership experience to add value in the GOIS by providing strategic leadership, efficient and effective management in the fulfilment of all the Key Performance Areas for the post of the Director – General. I am readily available to assume duty at any time.

Yours sincerely

[Signature]
With this experience, coupled with being a highly experienced Eskom EXCO member for over 15 years, I am well equipped to serve on any board and its sub-committees. As an EXCO member, I have an appreciation of how big organisations are managed as my experience includes chairing of sub-committees of EXCO and interacting with the Board. Some such committees include Capital Investment Committee; Procurement Committee; Pricing Committee; Divisional EXCO; Customer Council; Growth and Innovation Committee; etc. My resume summarises the different roles I have held in the past.

Being a non-executive director at CEF, I would bring diversity and a wealth of experience on business strategy, integrated risk management, strategy implementation and performance oversight. I would certainly bring great value in integrated Risk Management and building organizational resilience which is an important oversight role of any board.

Relevant Competencies

- Overall strategic oversight and appreciation of integrated risk management
- Strong in leadership, ethical behaviour and value analysis
- Analyst, collaborator and advisor
- Risks analysis, safety leadership and stakeholder management
- Appreciation of Companies Act and King Code of Good Governance (King IV)

Declarations

I can also confirm that I do not have a criminal record and I have never been declared a delinquent director. I have no shareholding in companies that may pose a conflict of interest at CEF. I confirm that I am qualified to serve on this board.

I would sincerely appreciate an opportunity to serve on this board.

Your sincerely
CURRICULUM VITAE

OF
PERSONAL DETAILS

NAME: [Redacted]

SURNAME: [Redacted]

DATE OF BIRTH: [Redacted]

AGE: [Redacted]

NATIONALITY: [Redacted]

IDENTITY NUMBER: [Redacted]

SEX: [Redacted]

MARITAL STATUS: [Redacted]

HOME LANGUAGE: [Redacted]

OTHER LANGUAGES: English, Afrikaans, Zulu, Xhosa, Tswana, North-Sotho and Tsonga

HOME ADDRESS: [Redacted]

POSTAL ADDRESS: [Redacted]

TELEPHONE NUMBERS: [Redacted]

CRIMINAL OFFENCES: None

HEALTH: [Redacted]

INTERESTS: Reading (non-fiction), Road Running, Travelling Art, watching Soccer and outdoors
EDUCATION QUALIFICATIONS

LAST SCHOOL ATTENDED

HIGHEST STANDARD PASSED

TERTIARY EDUCATION

INSTITUTION : University of Natal (Durban)

INSTITUTION : University of Cape Town
1989 - 1990 : Postgraduate Diploma in Tax Law

INSTITUTION : University of Cape Town
1992 - 1993 : Masters in Law (LLM) (Commercial Law)

INSTITUTIONS
1995 - 1997 : Institute of Advanced Studies and Rand Afrikaans University
Advanced Diploma in International Taxation and Offshore Financial Centre

INSTITUTION : Insead (France)
2003 : Advanced Management Programme (AMP)

INSTITUTION : University of Pretoria
1996 - incomplete : Doctorate in Law (LLD) (Corporate Law)

INSTITUTION : University of Pretoria
2006 : Diploma in Insolvency Law and Practice

INSTITUTION : University of Witwatersrand
2006 : Certificate in Competition Law

INSTITUTION : University of Pretoria
2006 : Certificate in Advanced Trust Law

INSTITUTION : University of Witwatersrand
2008
Certificate in Banking Law and Financial Markets

INSTITUTION
2008
University of Pretoria
Certificate in Insolvency Litigation and Administration

INSTITUTION
2008
University of Witwatersrand
Certificate in Mediation and Negotiation

INSTITUTION
2012-2013
University of Pretoria
Masters in Law (LLM) Insolvency Law (Completed Course work)

INSTITUTION
2012-2012
University of South Africa
Advance Course in Business Rescue Practice

INSTITUTION
2013-2013
University of Witwatersrand
Advance Diploma in Mining and Exploration Law

COURSES ATTENDED
Course in company direction conducted by Graduate Institute of Management and Technology (GIMT). Course dealt with corporate governance, responsibilities of directors, strategy and finance.

Compliance courses held by the Compliance Institute.

Finance for non-financial Managers (UCT).

EMPLOYMENT HISTORY

DATE: January 2010- Present
POSITION HELD: Director- Thanyani Business Recoveries (Pty) Ltd
DUTIES: Insolvency Practice which involves acting as Liquidator, Trustee And Judicial Manager of Insolvent Estates. Business and Corporate Rescue Practitioner.

DATE: February 2010- present
POSITION HELD: Chairman- Tony Tshivhase Incorporated
DUTIES: Involved in Commercial and Corporate practice, tax law,
aviation, merger and acquisition law, completion law, insolvency litigation and commercial litigation.

Date: April 2018 - May 2019
POSITION HELD: Ministerial Special Advisor
DUTIES: Special advisor to Minister of Human Settlement advising her on all the Legal matters.

DATE: August 2005 – January 2011
POSITION HELD: Senior Director – Hofmeyr Herbstein & Gihwala Inc/Cliffe Dekker Hofmeyr
DUTIES: Involved in commercial and corporate law practice, tax law, aviation law, competition law, insolvency law practices

DATE: November 2001 – June 2005
POSITION HELD: General Counsel and Executive Vice President: Legal at the Industrial Development Corporation of South Africa Limited (IDC)
DUTIES: Advising Board of Directors and Executive Management on all legal matters, overseeing solving of legal problems internationally and externally structuring complex financial transactions, drafting agreements and responsible for workout and restructuring.

DATE: 2004 – June 2005
POSITION HELD: Compliance Officer
DUTIES: Developing compliance culture within IDC and implementation of compliance policies

DATE: November 1999 - 2001
POSITION HELD: Head of Legal Services Department at IDC
DUTIES: Overseeing and solving of all legal problems in IDC, drafting of financial transaction agreements and advising on all legal matters.

DATE: May 1998 – October 1999
POSITION HELD: Partner - Pule, Selebogo & Partner (Johannesburg)
DUTIES: Head of Commercial Law, Commercial Litigation, Tax, Banking and Finance, Insolvency Departments

DATE: February 1997 – April 1998
POSITION HELD: Senior Tax Specialist - Eskom
DUTIES: Prepare Eskom to be tax paying entity, advice Eskom and its subsidiaries on Income Tax, International Taxation, Value-added Tax (VAT) issues and other taxes; Responsible for Eskom's and its subsidiaries' Income Tax and VAT compliance
DATE: March 1996- January 1997

POSITION HELD: Practising as Tax and Legal consultant
under the name Tony Tshivhase Tax and Legal Consultants in Pretoria

DUTIES: Carry VAT audits in association with Coopers & Lybrand for Local
Governments; Drafting commercial agreements; Registration of
Companies and Close Corporations; Advice clients in Income Tax and
VAT issues and Income Tax and VAT planning

DATE: February 1994 – February 1996
POSITION HELD: Partner - Moseneke and Partners with offices in Pretoria and
Johannesburg

DUTIES: Partner in charge of Commercial and Tax Department; Drafting
general commercial agreements; Advice clients in Commercial Law
issues; Commercial Litigation; Drafting take-over, management buy-
outs, mergers and Shareholder’s agreements; Advice clients on
Income Tax, International Tax; Drafting Wills; Establishing Trusts;
Estate Planning; Registration of Companies and Close Corporations;
Income Tax, International Tax and VAT planning for clients and Liquor
Licence applications

DATE: May 1993 – January 1994
POSITION HELD: Tax Consultant with Coopers & Lybrand in Pretoria

DUTIES: Advise clients on income tax, VAT,
International Tax issues, assist clients in income tax planning, VAT and
international planning. Head of Tax Compliance and Secretarial
Departments.

POSITION HELD: Tax Administrator with Kessel Feinstein in Cape Town

DUTIES: Income Tax and VAT compliance and dealing with queries from the
Receiver of Revenue

POSITION HELD: Candidate Attorney and Professional Assistant with Bernadt, Vukic,
Potash Abel and Getz in Cape Town

DUTIES: As a candidate Attorney I was attached to the following departments
(i.e. to prepare me for Attorney’s Board Examination):

(i) Litigation;
(ii) Labour;
(iii) Commercial;
(iv) Collections;
(v) Estates;
(vi) Human Rights; and
(vii) Conveyancing
As professional assistant I worked in the Commercial Department drafting general commercial agreements; registration of Companies and Close Corporations; drafting Shareholder's agreements and advising on Income Tax issues.

DATE: August 1980 – December 1982
POSITION HELD: Clerk in the Agriculture Department of the Venda Development Corporation
DUTIES: Completing loan applications, Verification of loan applications and visiting projects to determine progress made.

Attorneys Admission
I wrote the Attorneys Admission Board Examination in 1991 and have successfully completed this examination.

BOARD DIRECTORSHIPS

Present directorships:

- Thanyani Business Recoveries (Pty) Limited Director
- Tony Tshivhase Incorporated Director (Chairperson)
- Direngo Investments (Pty) Ltd Director (Chairperson)
- Naledi Foundry (Pty) Ltd Director (Chairperson)
- Naledi Ringrollers (Pty) Ltd Director (Chairperson)
- S.A Ladder (Pty Ltd Director (Chairperson)

MEMBERSHIP OF BODIES

Standing advisory committee on company law - appointed by Minister of Trade and Industry to advise Government on commercial law issues.

Unfair contract terms committee - sub-committee of business practice committee - appointed by Minister of Trade and Industry to adjudicate unfair contract terms

Institute of Directors of Southern Africa

Black Lawyers Association
Association of Insolvency Practitioners of South Africa

Member of the small business regulatory review - member of Taxation and Business Trade Task Teams – internal audit of Department of Finance and National Treasury

The Association of the Advancement of Black Insolvency Practitioners (Secretary of Gauteng Province)

Member of Take-Over Regulation Panel (TRP) – appointed by Minister of Trade and Industry
PERSONAL DETAILS

Full Names
Known As
Nationality South African
Languages
Marital Status
Dependents

EDUCATION

UNIVERSITY OF KWA ZULU NATAL

1987 B. Proc
1989 LLB

PROFESSIONAL REGISTRATION

1991 Admitted as an Attorney of the High Court of South Africa.
2018 Registered again as an Attorney, after many years of no active legal practice, with the Law Society of the Northern Provinces

OTHER COURSES

Attended the following courses:

- International Legal Instruments
- International Humanitarian Principles and Practice
- Domestic Violence
- Corporate Governance Principles
SKILLS ACQUIRED

- Legal theory and practice of law
- Strategy Planning
- Management
- Business management
- Communication
- Writing (book)
- Family counselling
- Leadership
- Ability to work and deliver under pressure
- Diamond trading
- Corporate Governance (theoretically and implementation)

EMPLOYMENT SYNOPSIS

2018 – date  
Re-registered as an Attorney of the High Court and employed as an Associate Attorney at Friedrich Incorporated

2012 – 2017  
State Diamond Trader  
Chief Executive Officer

2008 – 2011  
State Diamond Trader  
Acting Chief Executive Officer

2001 – 2011  
Department of Mineral Resources (Minerals and Energy)  
(2008)  
Deputy Director – General (in the end)

1998 – 2001  
Commission on Gender Equality  
Provincial Manager, KwaZulu-Natal

1997 - 1998  
Domestic Violence assistance Programme  
Director/Manager

1993 - 1997  
Centre for Criminal Justice, University of Natal  
Researcher and Director

1991 - 1993  
Attorney’s Practice, Vryheid, KwaZulu-Natal
Attorney

1990 - 1991
Christopher Walton and Tatham, Ladysmith
Candidate Attorney

CAREER HISTORY

Attorneys' Practice

- General legal practice
- Drafting of documents
- Liasing with other attorneys and advocates

Criminal Justice System Research

- Research into the criminal justice system, in particular policing
- Research and implementation of women's rights programme
- Managing the Centre for Criminal Justice, University of Natal, Pietermaritzburg
- Fund raising for the Centre

Domestic violence programme and Gender Equality work

- Established the programme and its institutional capability
- Set up court based advisory centres in 5 Magistrates’ courts in KZN
- Managed the operations of the programme
- Raised funds for the programme
- Training various stakeholders on gender equality matters
- Managing the KZN office of the Commission on Gender Equality


Mineral Regulation

- Processing of applications for prospecting and mining rights
- Managed the KZN regional office
- Managed three regional offices – Gauteng, Free State and Northern Cape
- Provision of senior management services at DMR
Mineral Policy Development

- Reviewed legislation, in particular the Mineral and Petroleum Development Act
- Worked on conflicts between the National Environmental Management Act and the Mineral and Petroleum Development Act
- Regulations
- Development of Policies and Procedures at the State Diamond Trader

Diamond Trading

- Managing the operations and finances of the State Diamond Trader (SDT)
- Preparing reports for and reporting to the Board of the SDT
- Implementing corporate governance principles at the SDT
- Managing client and producer relations
- Managing a newly created, challenging institution and growing it further
- Fostering relations between the local diamond industry and government
- Working with various local and international stakeholders on the Kimberley Process Certification Scheme
- Creating platforms for new and Black small and medium businesses to enter the diamond industry, thereby transforming the local industry
- Exposing new entrants and Black businesses at international platforms through National Pavilions such as at the largest annual gathering of the global industry, the Hong Kong Gem and Jewellery Show

Directorships

- Deputy Chairperson, Board of: Advice Desk for Abused Women, then University of Durban – Westville (1996 – 1999)
- Board Member of the Central Energy Fund (2007 – 2009)
- Board Member of the State Diamond Trader (2007 – 2008)
- Board Member of the South African Diamonds and Precious Metals Regulator (2007 – 2017)
- Chairman of Licencing Committee at SADPMR (2013 – 2018)
- Board Member of the SEDA Limpopo Jewellery Incubator (2010, to date)
- Chairman of SEDA Limpopo Jewellery Incubator (2014, to date)
- Board Member of the Airports Company South Africa (2018 to date)
- Committee Member of various Board Committees at Airports Company South Africa (2018 to date)
- Chairperson of the Board of JIA Piazza Park, a wholly owned subsidiary of the Airports Company South Africa (2018 to date)

Other Professional Engagements

Guest Lecturer at the Wits Law School, Wits University: 2018 and 2019
REFERENCES

Former Chairperson

Former Chairperson
State Diamond Trader

Former DDG and Direct Manager at Mineral Resources
Wits Business School Lecturer
Special Advisor to the Minister of Mines of Angola
Curriculum Vitae

Candidate information

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SKILLS COMPETENCY

Skills

- Strategic planning
- Driving delivery on strategic objectives
- Negotiation skills
- Performance management
- Risk Management
- Fraud management
- Project management
- Annual report writing
- Monthly, quarterly and annual financial reporting
- Compilation of AFS in terms of IFRS, IAS, GRAP, Modified Cash Standards
- Forecasting including rolling forecasting
- Taxation both individual and company's tax
- Budgets & Variance Analysis
- Policy development
- Excellent communication skills
- Analytical thinking
- Budgeting
- Financial Advisory
- Financial Management (Debtors, Creditors, Management accounting, Fixed assets, Supply Chain Management & Administration)
- Problem solving skills and change management
- Strategic Leadership
- Compliance with laws and regulations including PFMA, Treasury Regulations and Public Service Regulatory Framework
As part of the association of Auditors-General from 20 countries, I played an active role in terms of skills development and enhancing the stature and independence of my peers from Africa.

**Position 2:** Deputy Auditor-General and Chief Executive Officer in the Office of The Auditor-General

**Period:** February 1998 to November 1999

**Summary:** I was promoted to this position in February 1998. Responsibilities include the role of Accounting Officer and the overall management of the Office. The Office had a staff compliment of about 1500. Sharp focus on strategic management and leadership to gear the Office in meeting the challenges of a new transformed institution. This includes, inter alia, initiatives such as building trust and confidence, training, and implementing the latest IT systems. Extensive communication with our key stakeholders to give them an understanding of the work of the office and its role in our new democracy. I was also responsible for the quality and standard of about 1300 audit reports issued by the Office annually. Presentation of several papers related to auditing, fraud, corruption and good governance at various local and international Universities, workshops and seminars. I was also responsible for the audit of the World Health Organisation and assisted with the presentation of our Audit Report to the UN Assembly in Geneva.

**Position 1:** Provincial Auditor – Gauteng and a Member of the Corporate Executive Management Team at Head Office

**Period:** November 1995 to February 1998

**Summary:** Joined the Office of the Auditor-General as the Provincial Auditor – Gauteng. Responsibilities included the management and leadership of 120 staff, finalisation and tabling of about 150 Audit Reports for Provincial Government, Local Authorities and Statutory Bodies situated in Gauteng. Duties include interacting and communicating with the Public Accounts Committee, the Director General, CEOs and various role-players. In March 1996 I was requested to serve on the Corporate Executive Management Board at Head Office. My role in this position was to provide input and advise at National Level and to give strategic guidance in transforming the Office.
Summary of Work History

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<th>Position</th>
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<td>Department of Agriculture Land Reform &amp; Rural development</td>
<td>Acting Deputy Director General: Corporate Support Services</td>
<td>01 April 2020 to Current</td>
</tr>
<tr>
<td>Department of Rural development &amp; Land Reform</td>
<td>Acting Director General</td>
<td>01 May 2018 to 13 September 2019</td>
</tr>
<tr>
<td>Department of Public Works</td>
<td>Chief Financial Officer</td>
<td>04 December 2013 to 30 April 2019</td>
</tr>
<tr>
<td>Department of Rural development &amp; Land Reform</td>
<td>Chief Financial Officer</td>
<td>01 February 2015 to 30 November 2017</td>
</tr>
<tr>
<td>Driving License Card Account</td>
<td>Chief Financial Officer &amp; Acting Head of entity</td>
<td>October 2012 to January 2015</td>
</tr>
<tr>
<td>Exaro</td>
<td>Senior Financial Accountant</td>
<td>Nov 2007 to July 2010</td>
</tr>
<tr>
<td>MIBSA</td>
<td>Head of Accounting department</td>
<td>March 2006 – Oct 2007</td>
</tr>
<tr>
<td>Grinaker</td>
<td>Accounts Clerk</td>
<td>Nov 1997 – Sept 1999</td>
</tr>
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Education Details

<table>
<thead>
<tr>
<th>Level</th>
<th>Qualification</th>
<th>Institution</th>
<th>Period</th>
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<tbody>
<tr>
<td>High School</td>
<td>Matric (Grade12)</td>
<td>Khwevakwanda High School</td>
<td>1993</td>
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<tr>
<td>Tertiary</td>
<td>Bachelor Accounting</td>
<td>University Of Venda</td>
<td>1996</td>
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<td></td>
<td>Accountancy diploma</td>
<td>University Of Natal</td>
<td>2003</td>
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<td>Bcompt Honours</td>
<td>UNISA</td>
<td>2011</td>
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<tr>
<td></td>
<td>Postgrad Diploma in Applied Accounting</td>
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<td>2012</td>
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<tr>
<td></td>
<td>APT Certificate</td>
<td>APT</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>Chartered Accountant</td>
<td>SAICA</td>
<td>2014</td>
</tr>
</tbody>
</table>

Computer Literacy

- MS Word
- MS Excel
- MS PowerPoint
- MS Outlook
- Teammate
- BAS
- Persal
- Acomap
- Hyperion
- Pastel
- Oracle
- SAP
- Barn owl
- Logis
## Detailed Employment History:

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Agriculture, Land Reform &amp; Rural Development</th>
</tr>
</thead>
</table>
| Period:             | May 2018 – 13 September 2019  
14 September 2019 to Current |
| Position:           | Acting Director General  
Chief Financial Officer of the department and its three entities and head of ALHA trading Account  
Deputy Director General – Corporate Support Services |

### Responsibilities:

- Discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
- Develop strategic plans and annual performance plans and monitor performance against these targets.
- Provide strategic leadership, management, and support services to the department. The Administration programme comprises of the sub-programmes: Ministry, Management, Internal Audit, Corporate Services, Financial Services, Provincial Coordination, Office Accommodation.
- Initiate, facilitate, coordinate, and act as a catalyst for the implementation of a comprehensive rural development programme leading to sustainable and vibrant rural communities.
- Settle and finalise land restitution claims under the Restitution of Land Rights Act (Act 22 of 1994).
- Initiate sustainable land reform programmes in South Africa.
- Ensure 100% compliance with government regulations and legal prescripts.
- Obtain an unqualified regularity audit opinion on financial and non-financial Performance.
- Facilitate integrated spatial planning and land use management in all provinces through the application of relevant legislation.
- Ensure integrated and comprehensive land administration system.
- Facilitation of infrastructure development to support rural economic transformation.
- Provide support to rural enterprises and industries in areas with economic development potential and opportunities.
- Increase job opportunities and ensure skills development through CRDP and land reform initiatives.
- Facilitate the restoration of land rights or alternative forms of equitable redress.
- Promote equitable land redistribution and agricultural development by acquiring strategically located land.
- Provide comprehensive farm development support to smallholder farmers and land reform beneficiaries for agrarian transformation.
- Functional systems and institutional arrangements for tenure and land administration to enable agrarian reform in all provinces.
- Provide geospatial information, cadastral surveys, deeds registration and spatial planning, as well as technical services in support of sustainable land development. The programme consists of the following sub-programmes:
  - National Geomatics Management Service
  - Spatial Planning and Land Use Management
  - Registration of Deeds Trading Account
  - South African Council for Planners
  - Legislation.
- Legal Services
- Human Resource and Development
- Monitoring & Evaluation
- Facilities Management and Security Services
- Strategic Communications
- E-Cadastre

- Quarterly and annual Report presentation to Parliament Portfolio committee, Select Committee, Standing Committee on Public Accounts (SCOPA), executive authority and audit committee

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Public Works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>04 December 2017 to April 2018</td>
</tr>
<tr>
<td>Position:</td>
<td>Chief Financial Officer of the department and Property Management Trading Entity</td>
</tr>
</tbody>
</table>

**Responsibilities**

- Assist the accounting officer to discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
- Develop strategies and annual performance plan and monitor performance against these targets.
- Provide support to the Head of the Department and line managers with regards to public finance matters.
- Chair the National Bid Evaluation Committee.
- Allocation of budgets to the department programmes to meet the strategic objectives of the department and review and analyse the budgets prepared for Medium Term Expenditure Framework, Adjustments Estimates of National Expenditure and Estimated National Expenditure and Medium-Term Expenditure Framework and discuss the budget allocations and bidding for funding with the National Treasury.
- Manage the Departmental budget in accordance with the relevant prescripts R10.1 billion.
- Ensure effective management and administration of the Financial Services Branch which includes financial management services, supply chain and facilities management services, budget & budget performance and risk management and co-ordination of internal and external audit.
- Coordinate and ensure effective and efficient performance of the financial management, supply chain management, risk management function in all components of the department.
- Put in place systems & procedures to ensure efficient management of the expenditure control function.
- Exercise accounting control by maintaining an accurate system of accounting and recording of financial affairs of the Department and develop and maintain measures to prevent fraud and maladministration.
- Coordinate and ensure effective and efficient management of audit intervention strategies.
- Provide timely and accurate financial and operational information necessary for strategic decision-making to all branches.
- Ensure that quarterly, interim and annual financial statement prepared in terms of GRAP (for the entities) and MODIFIED CASH standards are compiled and submitted timeously in accordance with applicable standards and legislative requirements.
- Quarterly report on Procurement plan to National Treasury.
• Ensure strict compliance to the provisions of the Preferential Procurement Policy Framework Act (Act 5 of 2000) and its regulations.
• Quarterly and annual Report presentation to Parliament Portfolio committee, Select Committee, Standing Committee on Public Accounts (SCOPA), executive authority and audit committee.

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Rural development and Land Reform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>February 2015 – 30 November 2017</td>
</tr>
<tr>
<td>Position:</td>
<td>Chief Financial Officer of the department and its three entities and head of ALHA trading Account</td>
</tr>
</tbody>
</table>

Responsibilities:
• Assist the accounting officer to discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
• Develop strategies and annual performance plan and monitor performance against these targets.
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• Coordinate and ensure effective and efficient performance of the financial management, supply chain management, risk management function in all components of the department.
• Put in place systems & procedures to ensure efficient management of the expenditure control function.
• Exercise accounting control by maintaining an accurate system of accounting and recoding of financial affairs of the Department and develop and maintain measures to prevent fraud and maladministration.
• Coordinate and ensure effective and efficient management of audit intervention strategies.
• Provide timely and accurate financial and operational information necessary for strategic decision-making to all branches.
• Ensure that quarterly, interim and annual financial statement prepared in terms of GRAP (for the entities) and modified CASH standards are compiled and submitted timeously in accordance with applicable standards and legislative requirements.
• Quarterly report on Procurement plan to National Treasury.
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(Act 5 of 2000) and its regulations.

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Manage R10.1 billion budget and provide support to 9 complex Programmes of the department. Manage finance staff in our offices in 9 provinces (total staff compliment in finance 601 and have 3 Trading Entities that I exercise oversight over while heading one of these entities.

Now managing the Agri-parks project that is being implemented by the three spheres of the Government with our department funding the project to the tune of R2 billion per annum for the next 10 years.

Developed and implemented the centralization of procurement for the whole country and develop procurement strategies to enhance service delivery.

Obtained a clean audit for the entity that I head and an unqualified audit for the department and the Trading entity.

<table>
<thead>
<tr>
<th>Company:</th>
<th>Driving License Card Account</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>October 2012 – November 2014</td>
</tr>
<tr>
<td>Position:</td>
<td>Chief Executive Officer/Chief Financial Officer</td>
</tr>
</tbody>
</table>

**Responsibilities:**

**Strategic finance**

- Develop strategies and monitor performance for the entity
- Develop and execute the transfer management plan for card production facility
- Maintain and enhancement of stakeholder and client relationship i.e. Auditor-General, Provincial Departments, Driving License Testing Centre, Municipalities, Audit committee, National Treasury, service providers
- Drive the implementation of the transfer management plan
- Project management for the introduction of the new driving license card
- Implement and monitor good corporate governance for the entity

**Operational finance**

- Preparation of annual financial statement and the annual report. Facilitate the printing and distribution to Parliament and submission of financial statement for audit and approval
- Presentation of financial reports to EXCO and Audit Committee
- Monthly financial reporting – actuals and forecasts and cash flow management
- Annual & Interim Financial Reporting - in terms of IFRS, GAAP or GRAP & Financial statement analysis & interpretation
- Maintain effective & efficient fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures, Implement & monitor internal controls
- Manage medium and Long-term financial planning of the entity
- Preparation & Planning of annual regularity audit
- Negotiation of contracts with major customers
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium-term expenditure framework and estimates for national expenditure
- Determine staff needs, appoint, train and manage staff and monitor staff performance
- Risk and fraud management reporting
- Monitoring the performance on production and delivery of driver's license cards
- Manage and maintain 1000 Live Capture Units (LCU's) at Driving License Testing Centres

DLCA is an entity of the Department of Transport that manages the production and delivery of the driving licenses. I headed the entity for the last 18 months.

Under my leadership, I stopped an irregular tender worth over R1 billion just before being implemented. I headed the team that was assigned to defend the legal process that arose out of the cancellation of the irregular tender since March 2013. The litigation ended at the Supreme Court of Appeal where I won the case. This is a process that requires leadership with character, determination and integrity.

When I joined the entity, it was experiencing liquidity problems. I implemented debt collections strategies such as establishing relationships with our clients, entering into memorandum of agreements, direct contacts through meetings and workshops and introducing interest charges on long outstanding accounts, that saw the entity's cash resources grow to over R140 million within the 18 months that I was at the helm.

<table>
<thead>
<tr>
<th>Company:</th>
<th>National Regulator for Compulsory Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>August 2010 – September 2012</td>
</tr>
<tr>
<td>Position:</td>
<td>Finance Manager</td>
</tr>
</tbody>
</table>

### Responsibilities:

#### Strategic Finance
- Annual performance planning
- Development of strategy
- Develop funding model for projects
- Bidding for appropriation bill for the department
- Implementation of the above components, reporting, evaluation and monitoring thereafter - this life cycle approach is centered on results based management
- Annual Financial statements for the Department and its 3 entities
- Presentation of financial reports to SMC, EMC and DG/DDG Forums

#### Operational Finance
- Monthly financial reporting – actuals and forecasts including variance analysis
- Management reporting
- Financial reporting - in terms of modified cash
- Financial statement analysis & interpretation
- Payroll administration
- Manage fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures
- Monitor internal controls
- Liaising with the External Auditors and planning for interim and year-end audit
- Treasury function
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium term expenditure framework and estimates for national expenditure
- Annual levy increase negotiations with industry

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- Develop and execute of the transfer management plan for card production facility
- Maintain and enhancement of stakeholder and client relationship i.e. Auditor-General, Provincial Departments, Driving License Testing Centres, Municipalities, Audit committees, National Treasury, service providers
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- Presentation of financial reports to EXCO and Audit Committee
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- Annual & Interim Financial Reporting - in terms of IFRS, GAAP or GRAP & Financial statement analysis & interpretation
- Maintain effective & efficient fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures, Implement & monitor internal controls
- Manage medium and Long-term financial planning of the entity
- Preparation & Planning of annual regularity audit
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**Responsibilities:**

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- Monthly financial reporting – actuals and forecasts including variance analysis
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- Financial reporting - in terms of modified cash
- Financial statement analysis & Interpretation
- Payroll administration
- Manage fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures
- Monitor internal controls
- Liaising with the External Auditors and planning for interim and year-end audit
- Treasury function
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium-term expenditure framework and estimates for national expenditure
- Annual levy increases negotiations with industry

<table>
<thead>
<tr>
<th>Company:</th>
<th>Exaro Limited</th>
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<tbody>
<tr>
<td>Period:</td>
<td>November 2007 – July 2010</td>
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</tbody>
</table>
Position: Group Financial Accountant

Responsibilities:
- Month-end closure
- Monthly financial reporting – actuals and forecasts
- Management reporting
- Rolling forecasts
- Preparation and monitoring of budgets
- Preparation of interim and year-end financial statements
- Preparation of tax packs
- Analysis of expenditure for tax purposes
- Accounting services to support corporate services departments
- Value adding cost control services
- Supervise staff
- Implement & monitor internal controls
- Assist in ad-hoc assignments
- Liaise with internal and external auditors
- Liaise with external customers

Company: Metal Industries Benefit Fund Administrators
Period: March 2006 – October 2007
Position: Head of Accounting department

Responsibilities:
- Month-end closure
- Review general ledger reconciliations
- Review vat returns and compile tax returns
- Maintains fixed assets register
- Prepare and monitor budget
- Supervise 7 accounts clerks
- Manage debtors and creditors accounts
- Implement & monitor internal controls
- Assist in ad-hoc assignments
- Prepare financial statements in accordance with international financial reporting standards
- Liaise with internal and external auditors

Company: Mpumalanga Economic Empowerment Corporation
Period: June 2003 – February 2006
Position: Financial Accountant

Responsibilities:
- General ledger to trial balance
- Month-end closure of all modules
- General ledger reconciliation
- Prepare vat returns
- Maintain fixed assets register
- Prepare and monitor budget
- Supervise 5 accounts clerks
- Implement & monitor internal controls
- Prepare financial statements
- Liaise with internal and external auditors & external customers

Company: Auditor General
Period: October 1999 – May 2003
Position: Training – TIPP
Responsibilities:
- Planning the audit
- Evaluating systems in general
- Evaluating audit risk
- Perform test of controls & substantive test
- Evaluate the results of audit tests
- Reporting
- Analysing financial statements
- Evaluating impact of computer on controls
- Review of employees tax computation
- Review of vat returns

Company: Grinaker Precast
Period: November 1997 – September 1999
Position: Accounts Clerk
Responsibilities:
- Process creditors invoices
- Reconciling creditors accounts
- Prepare raw materials usage reports
- Process & reconcile production reports
- Perform monthly stock take
- Petty Cash

References

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Mashile Mokono</td>
<td>Department of Women, Youth and People with Disabilities</td>
</tr>
<tr>
<td>Position</td>
<td>Advisor to Minister Maite Nkoane-Mashabane</td>
</tr>
<tr>
<td>Tel</td>
<td>079 084 1374</td>
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</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>Sam Vukela</td>
<td>Department of Public Works and Infrastructure</td>
</tr>
<tr>
<td>Position</td>
<td>Director General</td>
</tr>
<tr>
<td>Tel</td>
<td>064 850 3389</td>
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<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Phuti Mabelebele</td>
<td>Department of Agriculture, Land Reform &amp; Rural Development</td>
</tr>
<tr>
<td>Position</td>
<td>Communications</td>
</tr>
<tr>
<td>Tel</td>
<td>076 402 7521</td>
</tr>
</tbody>
</table>
Master of Policy Studies

We hereby certify that:

[Signature]

Date: 29 May 2001

[Signature]

[Signature]

The original has been countersigned by the Registrar and passed by the Senate. This copy is a true reproduction of the original document.
I, Tassem Hoosain, do hereby declare that I have attained the degree of Bachelor of Arts with distinction in the year 1997, having completed all the requirements of the said degree.

[Signature]

Tassem Hoosain

University of South Africa
TASNEEM HOOSAIN

11 April 1993

GRAHAMSTOWN

RHODES UNIVERSITY
<table>
<thead>
<tr>
<th>Course</th>
<th>Code</th>
<th>Mark %</th>
<th>Class</th>
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<td>Governance and Policy Making</td>
<td>MPS 702</td>
<td>67</td>
<td>Pass</td>
</tr>
<tr>
<td>Economic Analysis and Development</td>
<td>MPS 703</td>
<td>71</td>
<td>Merit</td>
</tr>
<tr>
<td>Regional Integration and Cooperation</td>
<td>MPS 704</td>
<td>62</td>
<td>Pass</td>
</tr>
<tr>
<td>Gender Issues in Policy Making</td>
<td>MPS 705</td>
<td>54</td>
<td>Pass</td>
</tr>
<tr>
<td>Social Policy</td>
<td>MPS 708</td>
<td>60</td>
<td>Pass</td>
</tr>
<tr>
<td>Policy Research Project/Dissertation</td>
<td>MPS 706</td>
<td>63</td>
<td>Pass</td>
</tr>
</tbody>
</table>

**Overall Degree Mark**: 63%

*Class of Pass: Distinction*  
80% - 99% Distinction  
50% - 59% Pass  
0% - 39% Fail/Supplementary award
for the month of

in the category

for the programme

has been conferred upon

AWARD

PRODUCTION

BEST TELEVISION

This is to certify that the

PRETORIA
This is to certify that, all the requirements having been met, the degree

( SA Politics and Political Economy )

with all the associated rights and privileges, was conferred upon

at a congregation of the Nelson Mandela Metropolitan University on

[Signature]

Vice-Chancellor

Registrar
Former Director-General, Department of Education

Director-General, Department of Science and Technology

Television News Editor, SABC News

REFERENCES

Teacher: 1983–1986, Malmesbury High School, Kimberley


studied operations, incorporating assigning, briefing and debriefing journalists, executive producers and

Assignmen: Editor: 1999–2001. This work managed others included co-

morning current affairs programe.

Commissioning news items and coordinating the appearance of guests on the

Night Editor: 2001–2003, Morning Live. Amongst I was responsible for


National TV News Editor: 2005 to 2010, SABC Television, Johannesburg. 

Chief Director: Science Communication, Department of Science and Technology, 2010 to 2012. 

Chief Director: Science Communication and also Acting Head of Ministry. 

Acting Head of Ministry: Department of Science and Technology, 2011-2012.

Acting Deputy Director-General: Institutional Planning and Support, Department of Science and Technology. 2012.

Acting Deputy Director-General: Institutional Planning and Support, Department of Science and Technology. 2011-2012.

Secretary to the Minister: 2010-


Duties include providing the Minister with support for her policy agenda, including the coordination of news on major events for television, radio and print. 

Communications Manager: Corporate Affairs, Transnet November 2018 to date. 

WORK HISTORY


M.A. (California State University at Los Angeles) 2002. Nelson Mandela Metropolitan University, formerly University of Port Elizabeth. 

Field of study: Urban Renewal Strategies for Johannesburg. 

1983: Case study of Alexandria.
EDUCATION

Producing, public relations, government, reporting, strategy, development and radio.

management, strategic human resources, project and programme management and implementation,

leadership and management at the University of the Free State and the University of Pretoria.

Postgraduate Certificate in Executive Management 2013, Public Administration.

SKILLS

Provide South Africa identity number

Date of birth

PERSONAL INFORMATION

Plans for the department of science and technology.

Knowledge: Any project and development of strategic, plan and annual performance

elections at SACO while I was Tertiary News Editor, bunch of the Square

undertaken a variety of team projects in my venues. Skills include coordinating

government, human resources, leadership, knowledge of local, provincial and

Managing, Support, Branding, Special events, Executive Management, Financial.

PROFESSIONAL SUMMARY

Unique skills. Have strong organisational skills, a time sense of responsibility.

I am a self-motivated, committed person with excellent people management and

mobile

enroll. Room: Foomapoor,

Address:
Public Listed Companies in the manufacturing and retail sectors, performed internal
audit and served on audit committees for several government organizations.

Summary: Joined the company size Audit team in May 1997 as Audit Manager.

Period: 1997-1999
Position: Audit Manager/Partner
Employer: 

Several other small/medium enterprises.
Also involved in process improvement consulting and corporate advisory services to
the Department of Education, Cebu Provincial Government, and Cebu City Public Works
Division in June 1995 as a Senior Consultant. Responsible for the development of
business plans, management advisory services, and business process improvements.

Summary: Joined Ernst & Young, Cape Town in their Management Consulting
Division in June 1995.

Period: 1993 to 1995
Position: Senior Consultant
Employer: 

****
For the period 1973 to 1976 I was employed as an accounting clerk. 

**Note:**

**Summary:**

For the period 1976-1979

**Position:** Assistant Accountant

**Employer:**

For the period 1979-1982

**Position:** Sub Accountant

**Employer:**

For the period 1982-1986

**Position:** Audit Supervisor

**Employer:**

Throughout these years I have gained experience and refined my skills. My employment has been promoted to the position of Audit Supervisor from 1985. I am responsible for audits from the preaudit stage and giving inputs to improve the procedures. My role is to ensure that the CPE (Contribution Protection) Office of Enel is efficient in its operations.

The letter refers to a student named Ade, who has completed the Information Technology, Management, and Development Programme at the University of Technology. The student has successfully completed all the required subjects for the qualification in Information Technology, including Business Information Systems (Course Work) and Information Systems (Course Work). The outstanding subjects required by Ade are listed below:

- Business Information Systems
- Information Systems

Should you require any further information, please do not hesitate to contact us.

Yours faithfully,

[Signature]

[Date]
SECRET

Certificate of Attendance

UNIVERSITY OF THE WITWATERLAND

Johannesburg

FACULTY OF COMMERCE, LAW &

MANAGEMENT

GRADUATE SCHOOL OF

BUSINESS ADMINISTRATION

CITY POWER JOHANNESBURG

LEADERSHIP DEVELOPMENT

PROGRAMME

This is to certify that

Jane Khanyisa

has completed the City Power Johannesburg Leadership Development Programme.

City of Johannesburg

Legal Adviser

199 Civic Boulevard

Braamfontein 2017

(Handwritten)

21 August 2002

Director

[Signature]

[Seal]
...
This is to certify that

[Name] has successfully completed the

Certificate Programme in

Fraud Examination

March to November 2007

[Signature]

[Name]

[Commissioner of Oaths]

[Stamp]
Certificate of Completion

is hereby granted to:

[Redacted name]

to certify that they have completed to satisfaction.

IRIMS

Granted: April 21, 2005

Craig A. Styles
Training Instructor
UNIVERSITY OF SOUTH AFRICA

We certify that

[signature]

SECRET

[Seal]

[Stamp]

BACHELOR OF LAW

[Stamp]

[Seal]

[Signature]

[Signature]

[Seal]

[Stamp]
Certificate of Continuing Professional Development
for successful completion of
RISK BASED AUDITING
8-9 AUGUST 2010

The Institute extends its congratulations to the recipient for having demonstrated commendable initiative in the pursuit of continuing professional development.

Issued under the auspices of The Institute of Internal Auditors South Africa.

CPD Hours: 18

Chief Executive Officer
SECRET

IN THE HIGH COURT OF SOUTH AFRICA

MIDDLESEX AND LOCAL DIVISION

JOHANNESBURG, the 20th day of October, 201...

SECRET
CERTIFICATE OF ATTENDANCE

This is to certify that

[signature]

[Id number]

[Date]

[Seal]

[Faculty of Social Sciences]

[Name]

[Designation]

[Institution]

[Address]

[Signature]

[Name]

[Title]

[Office Address]

[Date]

[Seal]

[Institution]

[Address]
Cell: Durban

Mr. Sibusiso Mseml

Cell: KZN Provincial Treasury

General Manager: Supply Chain Management
Adv. Sizwe Ntiyana

Cell: Municipal Manager City of Umthetho

References

- Centre for Effective Dispute Resolution (CEDR)
- Conflict Dynamics
- Institute of Directors (IODSA)
- Durban Chamber of Commerce & Industry (DCCI)
- Businesswomen's Association of South Africa (Bwasa)
- Black Lawyers Association (BLA)
- South African Women Lawyers Association (SAWLA)

Membership

(Appointed: February 2016)

12. I serve as a member of Umthetho District Municipality's Audit Committee

(Appointed: January 2018)

13. I serve as a member of the Construction Industry Development Board (CIDB)

(Appointed: April 2017)

14. I serve as a member of the Department of Trade and Industry's Companies Tribunal
KwaZulu-Natal Law Society

1. It appears from the Society's records that:

2. As far as the Society is aware, no Order of Court striking the name of any director of the Roll of Attorneys from practising as attorneys is in operation in respect of them.

3. No proceedings are pending by the KwaZulu Natal Law Society to strike the name of any director of the Roll of Attorneys or to suspend any of them from practising as attorneys.

Dated at Pietermaritzburg this 12th day of February 2018.

N.B. This Certificate is not official unless it bears the Law Society stamp embossed thereon.

Office of the Director
Manager Regulatory Affairs of the KwaZulu-Natal Law Society, do hereby certify that:

(PRACTICAL NO. 3)

[Stamp]

[Signature]
Road Transport Management

is hereby promoted to the position of

having satisfied the relevant requirements,

...role is to...duty that

Department of Transport Economics

UNISA

secret
16 July 2002

TO WHOM IT MAY CONCERN

I hereby certify that Mr. T.O. Masebenza, Student number 9705706, has completed his undergraduate studies in Development Studies 1, 2, and 3 at the University during 2001. The following elements were dealt with in the course:

- Integrated urban planning
- Housing policy in South Africa
- Informal settlements
- Rural urban migration
- Civil society and local government
- Urbanisation
- Community development
- Sustainable development
- Land reform

Yours faithfully,

[Signature]

Lecturer: Development Studies
In terms of the Higher Education Act 1997 and the Information Technology in Doctor of Philosophy at the University of Pretoria, the degree was conferred on

[Signature]

University of Pretoria
Head: Human Resources
GCIS
Pretoria
17 July 2019

Dear Sir

Re: Application to the Post of Director General - Government Communication and Information System (GCIS) reference 3/1/5/1-19/43

I hereby submit my application for the vacant post of the Director General of GCIS, which appeared in the Sunday Times dated 14 July 2019. Attached in this application letter is my completed Z83 Application Form, Curriculum Vitae, and my academic certificates.

I have been working in the public service for the last 24 years. Of these years, I have served 20 years at an SMS level (senior management rank). I hold a Degree in Public Administration (B Admin) and a Master's Degree in Public Administration (MPA), both of which I obtained through the University of South Africa (UNISA). I also possess a Certificate in Public Sector Finance and a Certificate in Strategies of Public Relations and Communications. I have also acquired a one-year (1979) of political training in the then Soviet Union now referred to as Russia.

After the unbanning of the African National Congress, public service became a natural progression in serving the people of South Africa. I joined the public service at the Provincial level in the communication environment in May 1994 and appointed on a permanent position of an Assistant Director in September 1995. Subsequently, around 1997 was appointed as a Deputy Director: Administration still in the Premier's Office.
In May 1998 I was appointed as a Director: Finance (Level 13) at GCIS, and was then promoted to a Chief Financial Officer position in 2004 (level 14). In 2009, I was appointed as the Deputy Chief Executive Officer: Corporate Services (Level 15).

Over the years in the public service, I have acquired an in-depth understanding of communicating the work of government and the governance discipline of the public service.

Prior to joining the public service I worked for the ANC political machinery in exile for almost 7 years which made me gain a greater understanding of the policies of the ANC and mass organising.

As the Deputy Chief Executive Officer: Corporate Services from 2009, I have acquired an extensive understanding of public service governance issues. I form part of senior executive management of GCIS, which drives the strategic planning of the department. In my capacity as the Acting Director General of the department, I also put together the post Cabinet Statement and handle subsequent media queries.

In August 2012, I was afforded an opportunity to be the Acting CEO of GCIS – a role that I performed until October 2014. This afforded me an opportunity to directly interact with the media as the Acting Cabinet Spokesperson. In February 2015, I was appointed to continue to serve as the Acting Cabinet Spokesperson until April 2016. On the 8 May 2017, I was again appointed as the Acting Director General of GCIS a position am still holding.

I am submitting this application to be considered for this post. I would avail myself should I be considered for an interview. My top secret security clearance is valid until March 2023 which I have attached a copy.

Regards

[Signature]
CURRICULUM VITAE

Summary: [Redacted] is the senior manager in the Public Service with 24 years' work experience in governance and communication. She has occupied this senior management position for over 21 years. Prior to joining government, her working career has been in the political unit of the African National Congress (ANC) in Mozambique and Swaziland. After the unbanning of the ANC, she joined the ANC Organising department and later its Department of Information and Publicity (DIP).

She has acquired an extensive understanding of public service governance issues and government policies and processes. She has an understanding of the laws governing the public sector such as the Public Service Act and Public Finance Management Act. She acquired work experience in both the provincial and national government communication environment.

She has developed systems and policies that enabled an effective public service corporate governance processes within Government Communication and Information System (GCIS). She was part of the team that developed the adopted Communication Policy of government. She holds a Degree in Public Administration and Masters Degree in Public Administration both obtained from the University of South Africa (UNISA) and a Certificate in Public Sector Finance from University of Stellenbosch. Whilst in exile, she went to the Political School for a year in the then
Soviet Union (Russia) wherein she also acquired knowledge on development communication. Ms Williams has a passion for the public service excellence.

CERTIFICATE: Public Sector Finance (University of Stellenbosch) 2008
DEGREE: Public Administration - BAdmin (Unisa) (1998)
MASTERS DEGREE: Public Administration MPA (Unisa) 2006

SHORT COURSES:

CERTIFICATE: Strategies for Public Relations and Communications (2012)
PFMA and Performance Management (University of Western Cape) 2000
Project Management 2001
Basic Accounting System (BAS) (National Treasury) 2004
Logistical Services Management System (Logis) (National Treasury) 2004
Tender Procedures (National Treasury) 2003
Handling media interviews: CNBC training Centre August 2012

EXPERIENTIAL TOUR:
Selangor: Management of equivalences of the Premier's office (1997)
SINGAPORE: Logistics and transport management (2002)

Acting: Director General: GCIS
08 May 2017 – to date

Duties:
• Serve as the Accounting Officer of the GCIS;
• Acted as the Cabinet Spokesperson after the post cabinet media briefings;
• In consultation with the Minister in Presidency and Cabinet Secretary, deals with all media queries relating to Cabinet;
• Sit in the Cabinet Committees and Cabinet, and compile the draft post Cabinet statement.
• Coordination of government communication across the spheres of government.
• Provide strategic leadership to the key deliverable of the work of GCIS;

July 2019
• Communicate on matters that cut across more than one department;

DEPUTY DIRECTOR GENERAL: CORPORATE SERVICES

2016 APRIL - MAY 2017

Duties

• Oversee the implementation of both the IT and Human Resource strategies of the organisation.
• Oversee the performance monitoring and evaluation unit within the Project Management Office.
• Financial administration and budget administration.
• Procurement and auxiliary administration of the department

ACTING CABINET SPOKESPERSON

February 2015 - April 2016

Duties

• Compiled Cabinet statement for the Post Cabinet Media Briefing
• Sit in during the Cabinet committees and Cabinet;
• Deal with all media queries that emanate from the post cabinet media briefing;
• Deal with any media query that relates to the Cabinet matters

ACTING DIRECTOR GENERAL: GCIS

August 2012 - Oct 2014

Duties:

• Served as the Accounting Officer of the GCIS;
• Sit in Cabinet Committees and Cabinet and compile the Cabinet Statement
• Deal with all media queries after the post Cabinet media briefing
• Co-ordinate government communication across departments
• Provide strategic leadership to the work of GCIS and communicated on matters that cut across more than one department
RESPONSIBILITIES

- CHAIRPERSON: NEWSLETTER COMMITTEE 2005 TO 2011
- MEMBER: POLICY DEVELOPMENT COMMITTEE – LETABA HOSPITAL
- MEMBER: BATHO PELE COMMITTEE – LETABA HOSPITAL
- MEMBER: BATHO PELE COMMITTEE – MOPANI DISTRICT DEPARTMENTAL COORDINATORS: 2004
- MEMBER: GOVERNMENTAL COMMUNICATORS FORUM, TZANEEN & MOPANI
- MEMBER: PROJECT MANAGEMENT TEAM – 2007 TO 2011
- MEMBER: TRANSPORT MANAGEMENT – 2007 TO 2011
- MEMBER: WORKPLACE COMMITTEE – 2008 TO 2011
- MEMBER: REVENUE COMMITTEE – 2006 TO 2011 SHORT COURSES
- TOTAL QUALITY MANAGEMENT WORKSHOP: 31 JANUARY TO 16 FEBRUARY 2007
- DIVERSITY MANAGEMENT: NOVEMBER 2007
- STRATEGIC MANAGEMENT AND LEADERSHIP WORKSHOP: JANUARY 2007
- LOCAL GOVERNMENT LEGISLATION: 2006
- COMMUNITY DEVELOPMENT: 2006
- PROJECT MANAGEMENT: 2006
- DELEGATION OF POWER: 2006
- EMOTIONAL INTELIGENCE WORKSHOP: 29 – 30 AUGUST 2007
- BATHO PELE WORKSHOP: 2007
- SUPPLY CHAIN MANAGEMENT: 2007
- TRAINING THE TRAINER WORKSHOP: JANUARY 2007
- CHANGE MANAGEMENT AND LEADERSHIP: JULY 2006
- POLICY DEVELOPMENT WORKSHOP: JUNE 2006
- HOSPITAL GOVERNANCE: 2006
- RISK MANAGEMENT WORKSHOP: 2005
- PERFORMANCE MANAGEMENT SYSTEM: 2006
- CUSTOMER CARE EXPERIENCE: 2006
- INTERNATIONAL PROFESSIONAL COMMUNICATIONS: 2005
- DISASTER RISK MANAGEMENT: 2004
- TIME MANAGEMENT: 2008
- PUBLIC SECTOR PROTOCOL: 2009
- MANAGING WORKPLACE DISCIPLINE: 2004
- PERFORMANCE IMPROVEMENT: 2006

ACHIEVEMENTS

- CERTIFICATE OF EXCELLENCE ON SERVICE ELEMENT OF ACCESS TO CARE AND PATIENTS AND FAMILY RIGHTS TOWARDS THE ACCREDITATION OF LETABA PROVINCIAL HOSPITAL
- CERTIFICATE OF EXCELLENCE FOR OUTSTANDING PERFORMANCE IN COMMUNICATION MOPANI DISTRICT
- CERTIFICATE OF EXCELLENCE FOR OUTSTANDING PERFORMANCE OF HOSPITAL BOARD
- CERTIFICATE OF APPRECIATION IN CLEANEST TOWN 2002/3
- LIMPOPO PROVINCE MUNICIPAL PERFORMANCE EXCELLENT AWARD (VUNA) 2008
GENERAL
Enthusiasm, respect the views of others, flexible, hardworking, goal orientated, reliable, initiative, enjoys challenges and problem solving, assertive and always had a drive to work towards quality improvement and client satisfaction.

REFERENCES
1. NAME OF CONTACT
   POSITION
   INSTITUTION
   CELL

2. NAME OF CONTACT
   POSITION
   INSTITUTION
   CELL

3. NAME OF CONTACT
   POSITION
   INSTITUTION
   CELL
   EMAIL

DECLARATION
I declare that all the information provided (including any attachments) is complete and correct to the best of my knowledge. I understand that any false information supplied may lead to my application being disqualified or my discharge if I am appointed.

Signature: [Signature] Date: [01/07/2019]
We certify that

having complied with the requirements of the Higher Education Act
and the Institutional Statute, was admitted to the degree of

BACHELOR OF ARTS HONOURS
for Integrated Organisational Communication

at a congregation of the University
on 17 May 2019

[Signature]
Vice Chancellor

[Signature]
University Registrar
UNISA
UNIVERSITY OF SOUTH AFRICA

We certify that

having complied with the requirements of the Higher Education Act
and the Institutional Statute, was issued with the

NATIONAL DIPLOMA
in Public Relations Management

at a congregation of the University
on 3 June 2018

20 June 2019

Vice-Chancellor

University Registrar
UNIVERSITY OF JOHANNESBURG

UNIVERSITY OF JOHANNESBURG
FACULTY OF HUMANITIES
SHORT LEARNING PROGRAMME
in conjunction with the
SANLAM CENTRE FOR PUBLIC MANAGEMENT AND GOVERNANCE

successfully completed the learning programme:

Local Democracy and Local Governance (LODLOG)
(NOFL level: 5)

Duration: 26 November 2012 - 24 May 2013

Executive Director:
Sanlam Centre for Public Management and Governance

Executive Dean: Humanities
Johannesburg
Institute for Performance Management
empowering tomorrow's leaders

Hereby to certify that:

[Redacted]

Attended the following Greater Tzaneen Municipality Lekgota
Performance Improvement -- The integrated approach

20 - 21 November 2006

Greater Tzaneen Municipality
CERTIFICATE

THIS IS TO CERTIFY THAT

HAS ATTENDED A SHORT COURSE IN

Introduction to Disaster Risk Management

FROM 13 May 2004 TO 13 May 2004

DEAN: FACULTY OF NATURAL & AGRICULTURAL SCIENCES

DIRECTOR: DiMTEC
OATH OF OFFICE: MAYOR

I, ________________________ (names in full) do hereby swear / solemnly affirm that I will be faithful to the Republic of South Africa and will obey, respect and uphold the Constitution and all laws of the Republic, and I solemnly promise to perform my functions as the Mayor of the Greater Tzaneen Council to the best of my ability.

So help me God / Solemn Affirmation.

Signature

The oath of office is made in terms of the Local Government: Municipal Structures Act No 117 of 1998 and sworn before the ____________ on this ______ Day of ______, 2011. 

Magistrate Tzaneen

26/05/2011
OATH OF OFFICE: EXCO

(names in full)
do hereby swear / solemnly affirm that I will be faithful to the Republic of South Africa and will obey, respect and uphold the Constitution and all laws of the Republic, and I solemnly promise to perform my functions as the Executive Committee Member of the Greater Tzaneen Council to the best of my ability.

So help me God / Solemn Affirmation.

Signature

The oath of office is made in terms of the Local Government: Municipal Structures Act No 117 of 1998 and sworn before me at on this Day of May 2011.
Certificate of Appreciation
awarded to

in recognition of your dedication
and commitment in performing your duties
that enabled the Greater Tzaneen Municipality in
achieving the honours:

- IHSA Limpopo Province Housing Local Authority of the year 2001
- Limpopo Province Municipal Performance Excellence Award (Vuna) 2003

Mayor
OJ MUSHWANA

Municipal Manager
BD MUSHWANA
Bessie Global Management Practice

Certificate of Attendance
Is hereby granted to

DIKELEDI MMETLE

For Satisfactory Attendance & Completion of the
"PUBLIC SECTOR PROTOCOL" Workshop

Held At: The FNB Conference and Learning Centre, Sandton,
Johannesburg, South Africa
Date: 04th – 05th August 2009

Granted: 5th August, 2009

Chief Executive Officer
Executive Director Workshops
Bessie Global Management Practice

Certificate of Attendance

Is hereby granted to

DIKELEDI MMETLE

For Satisfactory Attendance & Completion of the "PUBLIC SECTOR PROTOCOL" Workshop

Held At: The FNB Conference and Learning Centre, Sandton, Johannesburg, South Africa
Date: 04th – 05th August 2009

Granted: 5th August, 2009

Chief Executive Officer

Executive Director Workshops

CERTIFIED A TRUE COPY

[Signature]

[Date]
To whom it may concern

Application for position of Director General – GCIS  Reference Number: 3/1/5/1 – 19/43

A leader with blue sky thinking, excellent written and verbal communication skills, the ability to interact with people at all levels is a few characteristics that describe me. I am well renowned for strong creative, strategic, analytical, organizational and interpersonal skills at all levels. When one marries these with my passion for leadership, problem solving and service delivery, the inevitable final product is an innovative relevant and wise leader with a drive to consistently out surpass all expectations. I am well renowned for always finding innovative relevant ideas that generate a positive response, maximise stakeholder participation, and maintain excellent brand reputation.

In a nutshell – no matter what the challenge, I have the ability to excel. I am excited to bring more than two decades of rich, dynamic cutting edge experience to GCIS as Director General. I have an excellent track record of always striving to ensure that all deliverables within my portfolio are timeless relevant and accurate. Therefore I can confidently say that I will bring the following skills as Director General:

Strong Leadership skills
Mature and well balanced
Confident
Strategic
Responsible
Team player
Diplomatic approach
Operations management
Corporate Governance skills
Project management
Change management
Media buying
Media relations
Policy development skills
Stakeholder management
Financial management and procurement skills
Excellent ICT knowledge
Conflict management skills
Policy drafting skills.
Strong computer skills audio editing and online.

Human capital management skills

Understanding and in depth insight into all media platforms-radio, TV, outdoor, online.

Excellent understanding of social media and ways to maximise this medium.

Writing good editorials

Online skills

Brand ambassador

Brand Intelligence

Annual Report Production

Understanding of the PFMA\PPP and PAIA

I also possess the ability and the knowledge to track, trace, monitor and evaluate all projects and deliverables using software that enables the entire team to constantly have a bird's eye view on timelines and progress. This, including my experience and education (See CV), equips me not only to meet all expectations, but also satisfy the demands that would be placed upon me. I work well under pressure with excellent time management skills. I maximise performance output by working SMART.

I must assure you that my skills in every area of strategic leadership will ensure that I, not only fulfill the requirements\ expectations of GCIS but will also push benchmarks within my portfolio to make sure that GCIS remains on top of its delivery mandate.

My willingness to work, beyond my job description and allocated working hours, my ability to work under pressure as well as meet deadlines, and be an integral team player, would certainly be beneficial to the Minister and cabinet, whilst at the same time; it would groom me, to produce work of the highest quality and standard.

I\onel J\e\n \N\ich\e\l
Senior Marketing Communications
& Stakeholder Relations Manager
Tel: 
Cell: 
Fax: 
Skype: 
www.csir.co.za

CSIR
My CV

South African (Indian Origin)

Roodepoort, Gauteng

ID: [redacted]

Mobile: [redacted]

Qualifications

<table>
<thead>
<tr>
<th>Institution</th>
<th>University of Reading Henley Business School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualification</td>
<td>International Executive MBA</td>
</tr>
<tr>
<td>Date</td>
<td>Current (Final Year-Dissertation)</td>
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<table>
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<tr>
<th>Institution</th>
<th>Wits University</th>
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<tbody>
<tr>
<td>Qualification</td>
<td>Masters in Journalism and Media Studies</td>
</tr>
<tr>
<td>Date</td>
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<table>
<thead>
<tr>
<th>Institution</th>
<th>Wits University</th>
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</thead>
<tbody>
<tr>
<td>Qualification</td>
<td>BA Honours in Journalism and Media Studies</td>
</tr>
<tr>
<td>Date</td>
<td>2011</td>
</tr>
</tbody>
</table>

| Institution       | IAJ|Wits                                      |
|-------------------|-------------------------------------------|
| Qualification     | National Certificate in Radio Management  |
| Date              | 2008                                      |

Other Qualifications/Training

- Risk Management, University of Pretoria – 2016
Corporate Governance Experience
Member of Board-MIC
Member of SGB-Gustav Preller Primary School

Professional Experience

Currently an accredited IAJ and NEMISA facilitator.

March 2013 to date

CSIR

As: Senior Marketing Communications and Stakeholder Relations Manager: Pretoria

Primary Responsibilities:

• Responsible for planning, development and implementation of all of the CSIR’s marketing strategies, marketing communications, and Reputation & Responsibility activities, both external and internal for the CSIR specifically Materials Science and Manufacturing
• Oversee the development and implementation of support materials and services for chapters in the area of marketing, communications and stakeholder relations pertaining to this business unit
• Responsible for directing the efforts of the marketing, communications and stakeholder relations staff and coordinate at strategic and tactical levels with the other functions of the CSIR
• Participate at leadership and together with other management staff in charting the direction of the CSIR, assuring its accountability and deliverables to all stakeholders, whilst ensuring its effective operation
• Primary working relationships with Executive, senior management team, staff of the marketing/Communications/ Stakeholder function, together with service providers

Principle Accountabilities

Marketing, communications, Reputation and Responsibility

• Responsible for creating, implementing and measuring the success of:
  • Comprehensive marketing, communications and stakeholder relations program that continues to enhance the CSIR's image and position within the marketplace and the general public, and facilitate internal and external communications
  • All Organization marketing, communications and stakeholder relations activities and materials including publications, media relations, client acquisition and so forth
• Ensure articulation of the CSIR's desired image and position, assure consistent communication of image and position throughout the CSIR, and assure communication of image and position to all stakeholders, both internal and external
• Responsible for editorial direction, design, production and distribution of all CSIR publications
• Coordinate media interest in the CSIR and ensure regular contact with target media and appropriate response to media requests
• Act as the Organization's representative to the media
• Coordinate the appearance of all CSIR print and electronic materials such as letterhead, use of logo, brochures
• Develop, coordinate and oversee programs, technical assistance and resource materials to assist competency areas in the marketing, communications and positioning of their activities
• Provide counsel to competency areas on marketing, communications and stakeholder relations
• Ensure that the CSIR regularly conducts relevant market research and coordinate and oversee this activity. Monitor trends
• Leads projects as assigned, such as cause-related marketing and special events

Planning and budgeting

• Responsible for the achievement of marketing/communications/stakeholder relations mission, goals and financial objectives. Ensure that evaluation systems are in place related to these goals and objectives and report progress to the Executive Director
• Develop short- and long-term plans and budgets for the marketing/communications/stakeholder relations program and its activities, monitor progress, assure adherence and evaluate performance
• Recommend short- and long-term Organization goals and objectives to the Executive Director
• Develop, implement and monitor systems and procedures necessary to the smooth operation of the marketing/communications/stakeholder relations function
• Keep informed of developments in the fields of marketing, communications and stakeholder relations, for the specific business of the Organization and use this information to help the Organization operate with initiative and innovation
• Work with senior staff and other relevant staff to:
  o Develop and maintain a strategic perspective based on marketplace
  o Competency research area needs and satisfaction in organizational direction, program and services, and decision making
  o Ensure the overall health and vitality of the CSIR
• Help make sure that the Organization's philosophy, mission and vision are pertinent and practiced throughout the organization
• Develop and coordinate means to seek regular input from the CSIR's key areas regarding the quality of programs and services and the Organization's relevance
• Help formulate and administer policies to ensure the integrity of the Organization
• Act as an internal consultant to bring attention and solutions to institutional priorities

Managing

• Maintain a climate that attracts, retains and motivates top quality personnel
• Recruit, train, appraise, supervise, support, develop, promote and guide qualified Personnel
• Ensure effective management within the marketing, communications and Stakeholder relations function, with provision for succession
• Design, support and oversee cross-functional teams throughout the Organization
Organization by:

- Effectively enabling staff to take action on behalf of the organization by:
  - Transmitting the CSIRs values, vision and direction
  - Engaging people in the meaning of the Organization
  - Respecting and using the skills, expertise, experience and insights of people
  - Providing direction and resources, removing barriers and helping develop people's skills, articulating expectations and clarifying roles and relationships
  - Communicating which includes helping people transform information into knowledge and learning
  - Encouraging people to question organizational assumptions and ask strategic questions, ensuring quality decision-making
  - Anticipating conflicts and facilitating resolution
  - Engaging people in process as well as tasks
  - Encouraging people use their power
  - Modelling behaviour
  - Coaching people to success

June 2011 – February 2013

Wild and Marr as Consultant

As: Marketing Communications Manager

Responsibilities:
- Consulted while working for...

June 2011 – February 2013

[Other name]

As: Marketing, Sales and Communications Manager

Responsibilities:
- Identify, develop, plan and co-ordinate strategic communications programmes, projects and events in line with business strategy and requirements
- Present and maintain a positive public image of the Radio Station to all its stakeholders both internally and externally
- Develop and implement an external and internal communication strategy for the Company
- Coordinate the development of all Stations content for its website, stakeholders and the media
- Provide content support to the CEO for speeches and speaking notes
- Draft articles for publication in different platforms in the media-publications, website and local newspapers
- Coordinate the work of the Rainbow FM's Networks and build a solid database of all stakeholders
- Coordinate the communication activities of the Radio Station
- Identify key communication opportunities for Rainbow FM
• Build relations with different stakeholders for communication purposes
• Work collaboratively with a diverse staff team to create and manage cross-organizational, integrated marketing strategies
• Provide writing and editing support for all outbound member visibilities/stakeholder communication including all promotional materials, a newsletters and the company’s annual report
• Assist in developing new revenue sources through sponsorships
• Serve as internal liaison to the board and other staff resources-promote the stations vision, mission and brand at all times
• Review and edit existing promotional materials for marketing effectiveness, cross-selling implications and adherence to brand guidelines.
• Serve as company’s media liaison and spokesperson

January 2011 – May 2011

Ornico Group

Operations and Sales Manager: Nigeria

Responsibilities:
• Operations
  o Accountable for the overall Group success in Nigeria
  o Manage the company strategically whilst aligned with the Ornico’s business mandate
  o Develop, formulate and implement business plan, in order to maximize business objectives
  o Compile, and ensure cost-effective management and utilization of Ornico’s Nigeria operational budget
  o Effective management of facilities and Staff of Ornico Nigeria
  o Effective use and implementation of Majestic as CRM tool
  o Provide continual feedback to Ornico Group and Adata regarding operational, financial and strategic status of Ornico Nigeria
  o Develop and evolve Ornico Nigeria to be on par with Ornico SA
• Sales Manager
  o Responsible for the development and performance of all sales activities in assigned market
  o Staff and directs a sales team as well as provide leadership towards the achievement of maximum profitability and growth in line with company vision and values
  o Establishes plans and strategies to expand the customer base in the media monitoring arena and contribute to the development of training programs for clients and Account Executives, this includes the use of Majestic Interactive not only as a sales project management tool but also as an effective customer relations management tool
  o Develops a business plan and sales strategy for the market that ensures attainment of company sales goals and profitability in Nigeria
  o Responsible for the performance and development of the Account Executives in Nigeria
  o Prepares action plans by individuals as well as by team for effective search of sales leads and prospects
- Initiates and coordinates development of action plans to penetrate new markets
- Assists in the development and implementation of marketing plans as needed
- Conduct one-on-one review with all Account Executives to build more effective communications, to understand training and development needs, and to provide insight for the improvement of Account Executive's sales and activity performance
- Provides timely feedback to board regarding performance
- Provides timely, accurate, competitive pricing on all completed prospect applications submitted for pricing and approval, while striving to maintain maximum profit margin
- Maintains accurate records of all pricings, sales, and activity reports submitted by Account Executives
- Creates and conducts proposal presentations
- Assists Account Executives in preparation of proposals and presentations
- Controls expenses to meet budget guidelines and implement proper cost cutting mechanisms
- Adheres to all company policies, procedures and business ethics codes and ensures that they are communicated and implemented within the team
- Recruits, tests, and hires Account Executives based on criteria agreed upon by senior management

April 2009 – December 2010

As: Marketing & Communications Manager

Responsibilities:
- Actively participate in the radio station's strategic planning processes of particular importance. Is the responsibility for the development of an innovative branding approach that is consistent with the radio station's unique market positioning and consumer offering.
- Provide creative assistance to marketing team in order to develop tailored solutions to specific client needs, in particular the approach is to reflect Rainbow's unique market positioning and consumer offering.
- Aggressively exploit and maximize revenue potential.
- Track and analyse revenue in terms of business categories; exploit and improve on low delivery and new business opportunities.
- Develop, organise and present proposals and client specific solutions in client/marketers/agency workshops.
- Monitor all marketing activity against projected budgets and found solutions for negative variances.
- Planning and scheduling of marketing tasks and activities.
- Develop and execute marketing plans.
- Maintain the brand standard of the Radio Station.
- Ensure all means of communications abide by Industry standards.
- Plan relationship as well as internal marketing initiatives.
- Maintain relationships with key stakeholders.
- Assume accountability for all marketing activities
- Manage and implement the marketing strategy as set out by Board
- Provide input and guidance into the marketing strategy
- Write copy for Marketing Material
- Proofread copy for Marketing and related material
- Ensure the accuracy of information on the various marketing platforms
- Provide a monthly report on all sales/marketing activity, feedback, analysis, suggestions
- Analysis of customer research, current market conditions and competitor information
- Manage the productivity of the marketing plans and projects
- Monitor, review and report on all marketing activity and results
- Determine and manage the marketing budget
- Deliver marketing activity within agreed budget

October 2003 – March 2009

As: Head of operations Marketing Manager

Responsibilities:
- The Operations head was accountable for the overall station success; and managing the station strategically and operationally in line with Highway Community Broadcast and Business mandate
- Developed, formulated and implemented business plan, in order to deliver on all business objectives whilst strictly adhering to the radio stations community mandate and budget
- Ensured the development, management and implementation of an innovative relevant programme strategy to hit the stations target audience, growing it with great interest in competitor content delivery
- Exploited every possible opportunity to generate revenue
- As brand captain, constant development and implementation of a realistic marketing strategy was imperative, brand awareness had to be optimised on air, off air and on the stations website
- Constantly identified and created new on-air and website sales products
- Ensure that the station adopted strict and professional business principles in its daily performance at all times
- Station had to be constantly monitored and tweaked in order to maintain its station performance in accordance with Community Vcsasa mandate
- Corporate governance had to be maintained strictly by making sure that the station operated within parameters of policies, procedures and mandates
- Responsible for all financial matters in regards Stations income and expenditure
- Compiled and managed the cost-effective utilisation of station budget
- Responsible for Cost-effective management of all facilities and operations
- Responsible for managing, capacitating and empowering all human resources
- Ensured station was on top of the broadcasting Industry and could compete with its commercial competitors
- Built a capable macro manageable station team in the form of skilled people in all areas of radio broadcasting
- Ensured that station kept abreast with latest broadcast technology, ensuring excellent user friendly improvements in technology
- Gave continual feedback and informed the Board and station team regarding operational, staff, financial and strategic status of station
- Liaised with external and internal stakeholders, in order to ensure excellent timely delivery on station community mandate requirements
- Developed and maintained Website Content as well as manage all activity on the company Intranet
- Full Responsibility for all the Radio Stations News Content, communications and PR

December 1999 – September 2003

Sound Choice

As: Creative and Placement Director Kwa Zulu Natal

Responsibilities:
- Gave detailed oversight to the creative team to help develop Sound choice's creative bouquet of products available to clientele
- Worked closely with copywriters, designers and key account managers to make sure that client's needs and creative goals were always on track whilst creating an innovative out of this world idea that worked
- Responsible for the development of every aspect of each campaign based on the client's marketing plan - conceptualized these ideas into attainable deliverables
- Assigned projects to staff and always made sure that client's deadlines were met
- Constantly studied the media landscape and changes in media consumption patterns
- Sourced the best most effective and competitive placement campaigns for clients across all relevant media platforms
- Gave oversight to clients Media monitoring and brand intelligence profiles

January 1996 – November 1999

As: Marketing Manager News Editor Technical Manager

Responsibilities:
- Planning and scheduling of marketing tasks and activities
- Development and execution of marketing plans
- Maintaining the brand standard of the Radio Station
- Ensuring all means of communications abide to Industry standards
- Sourcing of quotes for print of artwork and branded items
- Planning of relationship marketing initiatives as well as internal marketing initiatives
- Maintaining relationships with key stakeholders
- Assume accountability for all marketing activities
- Manage and implement the marketing strategy as set out by Board
- Provide input and guidance into the marketing strategy
- Write copy for Marketing Material
- Proofread copy for Marketing and related material
- Ensure the accuracy of information on the various marketing platforms
- Provide a monthly report on all marketing activity, feedback, analysis, suggestions
- Develop budgets for various marketing activities, including the overall annual marketing plan and report on these in the monthly marketing report
- Conduct market research to determine market requirements for existing and future products
- Analysis of customer research, current market conditions and competitor information
- Manage the productivity of the marketing plans and projects
- Monitor, review and report on all marketing activity and results
- Determine and manage the marketing budget
- Deliver marketing activity within agreed budget
- Planning and scheduling of marketing tasks and activities
- Development and execution of marketing plans
- Maintaining the brand standard of the Radio Station
- Ensuring all means of communications abide to industry standards
- Sourcing of quotes for print of artwork and branded items
- Planning of relationship marketing initiatives as well as internal marketing initiatives
- Maintaining relationships with key stakeholders
- Assume accountability for all marketing activities
- Manage and implement the marketing strategy as set out by Board
- Provide input and guidance into the marketing strategy
- Write copy for Marketing material
- Proofread copy for Marketing and related material
- Ensure the accuracy of information on the various marketing platforms
- Provide a monthly report on all marketing activity, feedback, analysis, suggestions
- Responsible for overall quality and news content
- All public relations, promotions and communications

October 1990 – November 1995

As: Weekend News, Casual On Air presenter

Responsibilities:
- Weekend News compiler, presenter and interviewer
GOVERNMENT COMMUNICATIONS AND INFORMATION SYSTEM

GCIS is an equal opportunity employer and practising affirmative action employment. It is our intention to promote representivity (race, gender, disability) in the department through filling these posts. The candidature of persons whose appointment/transfer/promotion will promote representivity will receive preference. Applicants with disabilities are welcome to apply.

APPLICATIONS: The Chief Director: Human Resources Government Communications Private Bag X 745, Pretoria, 0001 or hand deliver to Tshedimo setso House, 1035 Cnr Francis Baerl & Festival Street, Hatfield, Pretoria.

FOR ATTENTION:

CLOSING DATE: 02 August 2019

NOTE: Applications must be submitted on form Z83, obtainable from any Public Service Department or on the internet at www.gov.za/documents. The completed and signed form Z83 should be accompanied by a recently updated, comprehensive CV as well as certified copies of all qualification(s) and ID-document. The certification must be within three (3) months. Should you be in possession of a foreign qualification, it must be accompanied by an evaluation certificate from the South African Qualification Authority (SAQA). Applicants who do not comply with the above-mentioned requirements, as well as applications received late, will not be considered. Failure to submit all the requested documents will result in the application not being considered. Correspondence will be limited to short-listed candidates only. If you have not been contacted within three (3) months after the closing date of this advertisement, please accept that your application was unsuccessful. Suitable candidates will be subjected to a personal suitability check (criminal record, citizenship, credit record checks, qualification verification and employment verification). The successful candidate must disclose to the DG particulars of all registrable financial interests, sign a performance agreement and employment contract with the DG within three months from the date of assumption of duty and obtain a top secret security clearance. All appointments are subject to the verification of educational qualifications, previous experience, citizenship, reference checks and security vetting. All shortlisted candidates will be subjected to a technical exercise that intends to test relevant technical elements of the job. Following the interview and technical exercise, the selection panel will recommend candidates to attend a generic managerial competency assessment (in compliance with the DPSA Directive on the implementation of competency based assessments). The competency assessment will be testing generic managerial competencies using the mandated DPSA SMS competency assessment tools. Suitable candidates will be subjected to a personal suitability check (criminal record, citizenship, credit record checks, qualification verification and employment verification).
DIRECTOR-GENERAL: GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM (GCIS) REF NO: 3/1/5/1 – 19/43

(Five-Year Renewable Contract)

SALARY: R1 978 533 per annum (All-Inclusive salary package) of which 30% may be structured according to the individual’s needs

CENTRE: Pretoria

REQUIREMENTS: Qualifications: A degree and post graduate degree (NQF level 8) as recognised by SAQA. Experience: 8-10 years at senior management level of which at least three (3) years’ experience must be within any organ of State as defined in the Constitution, Act 108 of 1996. Skills: Excellent written and verbal communication skills and the ability to interact with people at all levels. Strong creative, strategic, analytical, organizational and interpersonal skills at all levels. Innovative and creative thinking, computer literacy. Job Knowledge: Extensive knowledge of the South African communications landscape. An understanding of government communication discipline. An in-depth knowledge and understanding of government policies and programmes. Competencies Required: Strategic capability and leadership, financial management, problem solving and analysis, people management and empowerment, project management, knowledge management, change management, service delivery innovation.

DUTIES: Reporting to the Minister, the Director-General will be responsible for providing strategic leadership and direction in delivering the mandate of the Department. Serve as a spokesperson of Cabinet and government. Provide leadership in the development of generic communication strategies across government’s national departments. Ensure integration, coherence and standard performance of communication within national government and across all spheres of government. Ensure the implementation of development communication. Enhance government’s communication platforms, products and services in order to grow the voice of government. Lead the media bulk buying strategy of government and realise the intended savings. Oversee the function of GCIS and act as the Accounting Officer. Provide effective and timely support to the Minister and Deputy Minister, including participation in the Forum of South African Directors-General Cluster’s work.

ENQUIRIES:

NOTE: The successful candidate must disclose to the Minister particulars of all registrable financial interests and sign the employment contract within one month from the date of assumption of duty as well as sign a performance agreement with the Minister within three months from the date of assumption of duty.
# SHORTLIST SUMMARY FOR THE VACANT POST OF DIRECTOR-GENERAL: GCIS

## SHORTLISTING PANEL

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jackson Mthembu, MP</td>
<td>Minister in The Presidency</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Stella Ndabeni-Abrahams, MP</td>
<td>Minister of Communications and Digital Technologies</td>
<td>Member</td>
</tr>
<tr>
<td>Dr Aaron Motsoaledi MP</td>
<td>Minister of Home Affairs</td>
<td>Member</td>
</tr>
<tr>
<td>Ms Thembi Siweya, MP</td>
<td>Deputy Minister in The Presidency</td>
<td>Member</td>
</tr>
<tr>
<td></td>
<td>Director-General in The Presidency</td>
<td>Member</td>
</tr>
<tr>
<td></td>
<td>Acting Deputy Director-General</td>
<td>HR Support</td>
</tr>
</tbody>
</table>
## SHORTLISTED CANDIDATES

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>African</td>
<td>Female</td>
<td>GCIS</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>African</td>
<td>Male</td>
<td>Parliament of RSA</td>
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<tr>
<td>3</td>
<td></td>
<td>Indian</td>
<td>Male</td>
<td>CSIR</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>African</td>
<td>Female</td>
<td>Greater Tzaneen Municipality</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>African</td>
<td>Male</td>
<td>Unemployed</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>African</td>
<td>Male</td>
<td>SASSA</td>
</tr>
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</table>
**MINISTER IN THE PRESIDENCY**  
**REPUBLIC OF SOUTH AFRICA**  
Private Bag X1000, Pretoria, 0001; Tel: 012 300 6200 / 021 464 2100

<table>
<thead>
<tr>
<th>POST REQUIREMENTS</th>
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<tr>
<td><strong>Post</strong></td>
</tr>
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<td><strong>Post type</strong></td>
</tr>
<tr>
<td><strong>Department</strong></td>
</tr>
<tr>
<td><strong>Date vacated</strong></td>
</tr>
<tr>
<td><strong>Published</strong></td>
</tr>
<tr>
<td><strong>Closed</strong></td>
</tr>
<tr>
<td><strong>All-inclusive salary package</strong></td>
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<tr>
<td><strong>Reference</strong></td>
</tr>
<tr>
<td><strong>Post requirements</strong></td>
</tr>
</tbody>
</table>
**FULL PROFILE OF THE SHORTLISTED CANDIDATE**

<table>
<thead>
<tr>
<th>Name and Surname</th>
<th>MS PHUMLA WILLIAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td>African</td>
</tr>
<tr>
<td>Gender</td>
<td>Female</td>
</tr>
<tr>
<td>Highest Qualification</td>
<td>MA Public Admin</td>
</tr>
<tr>
<td>Current Employer</td>
<td>GCIS</td>
</tr>
<tr>
<td>Current Position</td>
<td>DDG: CS (Acting Director-General for GCIS)</td>
</tr>
<tr>
<td>SMS Experience</td>
<td>20 years' experience</td>
</tr>
<tr>
<td>Grounds for being shortlisted</td>
<td>Meeting the requirements in terms of the qualifications and experience in senior management as well as managing communication environment.</td>
</tr>
</tbody>
</table>

**8-10 at senior managerial level**

- 1999-2000: Director Finance: GCIS
- 2001-2009: Chief Financial Officer: GCIS
- 2009 to date: Deputy Director-General Corporate Services: GCIS
- 2012-2014: Acting Director-General: GCIS
- 2015-2016: Acting Cabinet Spokesperson
- 2017 to date: Acting Director-General: GCIS

At least 3 years' experience must be within any organ of state in the Public Service since 1999 (±20 years)

An undergraduate qualification and a post graduate qualification (NQF level 8) as recognised by SAQA

- Bachelor of Administration
- Master of Public Administration
<table>
<thead>
<tr>
<th>Name and Surname</th>
<th>MR MANELISI WOLELA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td>African</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>Highest Qualification</td>
<td>MA Policy Studies</td>
</tr>
<tr>
<td>Current Employer</td>
<td>Parliament of RSA</td>
</tr>
<tr>
<td>Current Position</td>
<td>Section Manager: Media and Stakeholder Relations</td>
</tr>
<tr>
<td>SMS Experience</td>
<td>14 years' experience</td>
</tr>
<tr>
<td>Grounds for being shortlisted</td>
<td>Meeting the requirements in terms of the qualifications and experience in senior management as well as managing communication environment.</td>
</tr>
</tbody>
</table>

**Qualifications and Experience**

- **8-10 at senior managerial level**
  - 2011-2013: General Manager of Communication: Correctional Services
  - 2013-2014: Media Liaison Officer: Ministry of Economic Development
  - 2016-to date: Section Manager Media and Stakeholder Relations: Parliament

- **At least 3 years' experience must be within any organ of state**
  - In organ of state since 2011 (8 years)

- **An undergraduate qualification and a post graduate qualification (NQF level 8) as recognised by SAQA**
  - Higher Diploma in Journalism
  - Bachelor of Arts
  - Master of Policy Studies
<table>
<thead>
<tr>
<th><strong>FULL PROFILE OF THE SHORTLISTED CANDIDATE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name and Surname</strong></td>
</tr>
<tr>
<td><strong>Race</strong></td>
</tr>
<tr>
<td><strong>Gender</strong></td>
</tr>
<tr>
<td><strong>Highest Qualification</strong></td>
</tr>
<tr>
<td><strong>Current Employer</strong></td>
</tr>
<tr>
<td><strong>Current Position</strong></td>
</tr>
<tr>
<td><strong>SMS Experience</strong></td>
</tr>
<tr>
<td><strong>Grounds for being shortlisted</strong></td>
</tr>
</tbody>
</table>

**8-10 at senior managerial level**

| 1999-2003: Creative and Placement Director: Ad Agency: Sound Choice |
| 2003-2009: Head of operations / Marketing Manager: Highway Radio |
| 2009-2013: Marketing & Communications Manager (different companies) |
| 2013 to date: Senior Marketing Communications and stakeholder Relations Manager: CSIR |

**At least 3 years' experience must be within any organ of state**

| In organ of state since 2013 (1-6 years) |

**An undergraduate qualification and a post graduate qualification (NQF level 8) as recognised by SAQA**

<p>| Bachelor of Arts with Honours (Journalism and Media Studies) |
| Master of Arts |</p>
<table>
<thead>
<tr>
<th>Name and Surname</th>
<th>Race</th>
<th>Gender</th>
<th>Highest Qualification</th>
<th>Current Position</th>
<th>Current Experience</th>
<th>Grounds for being shortlisted</th>
<th>Meeting the requirements in terms of the qualification and experience. The conditions of service and the required qualifications are in Communication.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS DIKELENI MMETLE</td>
<td>African</td>
<td>Female</td>
<td>BA Hons in Communication</td>
<td>Greater Tzaneen Municipality</td>
<td>Council Speaker</td>
<td>8 years' experience</td>
<td></td>
</tr>
</tbody>
</table>

**National Diploma: Public Relations Management**

**Bachelor of Arts Honours: Integrated Organisational Communication**

- 2011-2016: Mayor, Greater Tzaneen Municipality
- 2016 to date: Council Speaker, Greater Tzaneen Municipality
- In organ of state since 2011 (1-8 years)
- At least 3 years experience must be within any organ of state
- 8-10 at senior managerial level
- An undergraduate qualification and a post graduate qualification (NQF level 8) as recognised by SQA A
**FULL PROFILE OF THE SHORTLISTED CANDIDATE**

<table>
<thead>
<tr>
<th>Name and Surname</th>
<th>MR PHOSA MASHANGOANE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td>African</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>Highest Qualification</td>
<td>MA in Communication</td>
</tr>
<tr>
<td>Current Employer</td>
<td>Unemployed (Devoted to PHD Studies)</td>
</tr>
<tr>
<td>Current Position</td>
<td>General Manager: Consumer Affairs</td>
</tr>
<tr>
<td>SMS Experience</td>
<td>21 years' experience</td>
</tr>
<tr>
<td>Grounds for being shortlisted</td>
<td>Meeting the requirements in terms of the qualification and experience. The qualification is in Communication.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8-10 at senior managerial Level</th>
<th>1998-2007: Head of Department: Public Education &amp; Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 3 years' experience must be within any organ of state</td>
<td>2007-2014: General Manager: Consumer Affairs</td>
</tr>
<tr>
<td></td>
<td>2014: to date: Devoted to PHD Studies</td>
</tr>
<tr>
<td>An undergraduate qualification and a post graduate qualification (NQF level 8) as recognised by SAQA</td>
<td>In organ of state for the period 1998-2007 (+/- 9 years)</td>
</tr>
</tbody>
</table>

|                                          | Bachelor of Arts |
|                                          | Baccalaureus Artium Cum Honoribus: Communication Studies |
|                                          | Master Artium: Communication |
# FULL PROFILE OF THE SHORTLISTED CANDIDATE

<table>
<thead>
<tr>
<th><strong>Name and Surname</strong></th>
<th>MR PASEKA LEIATSISI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Race</strong></td>
<td>Male</td>
</tr>
<tr>
<td><strong>Highest Qualification</strong></td>
<td>MA in Philosophy (SA Politics and Political Economy)</td>
</tr>
<tr>
<td><strong>Current Employer</strong></td>
<td>South African Social Security Agency</td>
</tr>
<tr>
<td><strong>Current Position</strong></td>
<td>General Manager Communications</td>
</tr>
<tr>
<td><strong>SMS Experience</strong></td>
<td>11 years' experience</td>
</tr>
<tr>
<td><strong>Grounds for being shortlisted</strong></td>
<td>Meeting the requirements in terms of the qualification and experience and managing in the communication environment</td>
</tr>
</tbody>
</table>

**Additional Details**

| **8-10 at senior managerial level** | 2000-2004: Personal Advisor to the Chairperson of Committees: Gauteng Provincial Legislature  
2004-2006: Spokesperson: Ministry of Home Affairs  
2006-2008: Senior Manager Medial Liaison: SASSA  
2008-2010: Spokesperson: National Executive Committees: ANCYL  
2010-to date: General Manager Communications : SASSA |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At least 3 years' experience must be within any organ of state</strong></td>
<td>In organ of state since 2000 (+- 9 years)</td>
</tr>
</tbody>
</table>
| **An undergraduate qualification and a post graduate qualification (NQF level 8) as recognised by SAQA** | Higher Diploma in Education  
MA in Philosophy (SA Politics and Political Economy) |
**Post Requirements**

<table>
<thead>
<tr>
<th>Job Knowledge</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>competence in management, change management, service delivery innovation, strategic capacity and leadership, financial management, project planning and execution, people management and empowerment, project management, &amp; project management.</td>
<td>any post of management level of which at least three (3) years' experience must be within any country or sphere as detailed in the</td>
</tr>
</tbody>
</table>

**Salary Package**

All inclusive R1,750,674 (20% may be structured according to individual needs)

Closed 24-9-15

Published 24-9-14

**Department**

Government Communication and Information System

**Post Type**

Five-Year Renewable Contract

**Post**

Director General

Republic of South Africa

Government Communication & Information System
<table>
<thead>
<tr>
<th>Position</th>
<th>Department</th>
<th>Years Experience</th>
<th>Degree or Certification</th>
<th>Age</th>
<th>Gender</th>
<th>Race</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Advisor to the Minister</td>
<td>Economic Policy and Program</td>
<td>1 year</td>
<td>Master of Economics</td>
<td>60</td>
<td>Male</td>
<td>White</td>
<td>$120,000</td>
</tr>
<tr>
<td>Metropolitan Manager</td>
<td>General Administration</td>
<td>2 years</td>
<td>Bachelor of Business</td>
<td>45</td>
<td>Female</td>
<td>African American</td>
<td>$80,000</td>
</tr>
<tr>
<td>Deputy Manager</td>
<td>Communications</td>
<td>10 years</td>
<td>Bachelor of Arts</td>
<td>35</td>
<td>Male</td>
<td>Asian</td>
<td>$50,000</td>
</tr>
<tr>
<td>Director</td>
<td>Marketing Communications</td>
<td>20 years</td>
<td>Master of Business</td>
<td>50</td>
<td>Female</td>
<td>Hispanic</td>
<td>$100,000</td>
</tr>
<tr>
<td>Communications Officer</td>
<td>Communications</td>
<td>15 years</td>
<td>Bachelor of Arts</td>
<td>40</td>
<td>Male</td>
<td>Black</td>
<td>$70,000</td>
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<tr>
<td>Communications Manager</td>
<td>Communications</td>
<td>10 years</td>
<td>Bachelor of Arts</td>
<td>55</td>
<td>Female</td>
<td>Latin</td>
<td>$60,000</td>
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<tr>
<td>Communications Specialist</td>
<td>Communications</td>
<td>5 years</td>
<td>Bachelor of Arts</td>
<td>30</td>
<td>Male</td>
<td>Middle Eastern</td>
<td>$40,000</td>
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<tr>
<td>Communications Analyst</td>
<td>Communications</td>
<td>3 years</td>
<td>Bachelor of Arts</td>
<td>25</td>
<td>Female</td>
<td>Native</td>
<td>$30,000</td>
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<td>Communications Coordinator</td>
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<td>Bachelor of Arts</td>
<td>70</td>
<td>Male</td>
<td>Native</td>
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<tr>
<td>Sales Director</td>
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REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATOR MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)

1. PURPOSE

1.1. To provide confirmation of shortlist for the position of the Full-time Regulator Member designated as the Chief Executive Officer ("FTRM-CEO") of NERSA published in print media, NERSA website, NERSA social media platforms and Government Gazette.

2. SUMMARY

2.1. The advertisement of call for nominations for the FTRM-CEO position by the Minister of Mineral Resources and Energy ("the Minister") was published in print media (weekend and daily newspapers), NERSA website, NERSA social media platforms and the Government Gazette ("the GG") in compliance with section 6(7) of the National Energy Regulator Act, 2004 (Act No 40 of 2004) ("the Act"). The FTRM-CEO is to be appointed in terms of sections 5(1) and designated in terms of section 5(3) of the Act by the Minister.

Regulator Members:

"Mr N Gumede"

"Full-Time Regulator Members"

NERSA is a Regulatory Authority established in terms of the National Energy Regulator Act, 2004 (Act No 40 of 2004).
2.2. The closing date for nominations was extended from 11 January 2021 to 18 January 2021 due to the delay in publishing the advertisement in the GG simultaneously with the print media.

2.3. NERSA Human Resources ("HR") Team was tasked to capture nominations for the CEO position and conduct preliminary shortlisting. A total of forty (40) nominations were received of which thirty-four (34) were considered, five (5) were duplicates and one (1) was a declined nomination.

2.4. The NERSA Task Team on CEO Recruitment compromising of the Acting Chief Human Capital officer ("ACHCO") (Mr. [Redacted]), Senior Manager: Regulator Support Unit ("RSU") (Mr. [Redacted]) and Senior Manager: Office of the CEO (Mr. [Redacted]) met with the Chairperson of the Human Resources and Remuneration Committee ("HRRC") (Mr. Smunda Mokoa) on the 22nd of January 2021.

2.5. The Task Team also met on the 25th and 26th of January 2021 to review and quality assure the spreadsheets prepared by NERSA HR Team.

2.6. The nominations/applications were submitted to DMRE Officials (Director-General and Chief Director: SOE Oversight) in sealed boxes and memory sticks on the 27th of January 2021. However, there was no one to receive the box on behalf of the Director-General because the DMRE Building (Trevenna Campus in Sunnyside) was closed due to a COVID-19 case.

2.7. The box and memory sticks were delivered to DMRE (Visagie Street Building). However, there was also no one to receive the boxes on behalf of the Chief Director: SOE Oversight and the DG at DMRE (Visagie Street Building). The boxes were then delivered again on the 28th of January 2021 to DMRE (Visagie Street Building) and acknowledgment of receipt of boxes is available.

2.8. The spreadsheet of all nominations/applications was electronically sent to the DMRE Official via email as per request from the DMRE official and confirmed by the Senior Manager: RSU on the 4th of February 2021.

2.9. The candidates' demographics in terms of gender and race are indicated in the below two tables:

REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATORY MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)
Table 1: Gender

<table>
<thead>
<tr>
<th>Group</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>24</td>
<td>71%</td>
</tr>
<tr>
<td>Females</td>
<td>10</td>
<td>29%</td>
</tr>
</tbody>
</table>

Table 2: Race

<table>
<thead>
<tr>
<th>Group</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africans</td>
<td>28</td>
<td>82%</td>
</tr>
<tr>
<td>Indians</td>
<td>4</td>
<td>12%</td>
</tr>
<tr>
<td>Coloureds</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Whites</td>
<td>1</td>
<td>3%</td>
</tr>
</tbody>
</table>

2.10. The requirements of the position were:

a) A Master's Degree or equivalent in Engineering / Finance / Economics / Law / Business Management;
b) Minimum ten (10) years working experience including five (5) years in a Regulatory Environment and five (5) years at Executive Management;
c) Experience in economic regulation and
d) Sound understanding of regulatory policy in the South African context and of the South African Electricity, Piped-Gas and Petroleum Pipelines Industries are of great importance.

2.11. The spreadsheets of candidates nominated was prepared by NERSA HR Team. The preliminary shortlist is indicated in the table below:

Table 3: Preliminary Shortlist

<table>
<thead>
<tr>
<th>List</th>
<th>Pre-shortlisted as</th>
<th>Number of Candidates</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Suitable</td>
<td>10</td>
<td>29.4%</td>
</tr>
<tr>
<td>B</td>
<td>Possible</td>
<td>11</td>
<td>32.4%</td>
</tr>
<tr>
<td>C</td>
<td>Not suitable/possible</td>
<td>13</td>
<td>38.2%</td>
</tr>
</tbody>
</table>

REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATOR MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)
List A includes candidates who were identified as meeting all the requirements. List B includes candidates who were identified as meeting most of the requirements. List C includes candidates who were identified as not meeting all the requirements.

3. SHORTLISTING

3.1. As per the request of the Director-General, the Chairperson of the HRRC: NERSA (Mr. and the CD: SOE Oversight were tasked to conduct preliminary shortlisting. A meeting for conducting the shortlisting was held on the 16th of March 2021 via Microsoft Teams. All 34 applications were scrutinized during the shortlisting process.

3.2. The HOD: HR transactions (Mr. and the HR Planning Specialist (Mr. ) from NERSA also attended the meeting.

3.3. The proposed shortlisting by Messrs and was to be confirmed on Thursday by the Selection Panel appointed by the Minister consisting of:

3.3.1. Director General, DMRE (Chairperson);

3.3.2. CD: SOE Oversight, DMRE;

3.3.3. Interim Chairperson, NERSA; and

3.3.4. Chairperson of the HRRC, NERSA.

3.4. The shortlist conducted on the 16th of March 2021 interrogated all the thirty-four (34) nominations and came up with seven (7) candidates who should be considered for interviews. The seven (7) candidates are indicated in the table below:

REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATOR MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)
DEPLOYMENT COMMITTEE

ZOOM VIDEO CONFERENCE CALL

15 JUNE 2020

1. Welcome
2. Apologies
3. Public Enterprise Department – Minister Gordhan
   Appointment of Director General
4. National Treasury – Minister Mboweni
   Appointment of Board
5. Commission for Gender Equality
   Appointment of Chief Executive Officer
6. Closure
Minister of Justice & Correctional Services
Private Bag X 81
PRETORIA
0001

Dear Minister


We acknowledge receipt of a letter from the Minister of Transport dated 06 November 2019, wherein NPA is requested to nominate a person to serve on the RTIA Board.

The NPA nominates Advocate [REDACTED] as the representative on the new RTIA Board.

Advocate Thenga the Director of Public Prosecutions Limpopo's contact details are: [REDACTED] for further communication.

Kind regards

[Signature]
National Director of Public Prosecutions
Date 03/10/19.
RE-CALL FOR NOMINATIONS
BOARD MEMBERS FOR AMATOLA WATER

LIN SISULU, MINISTER OF HUMAN SETTLEMENTS, WATER AND SANITATION CALLS FOR
NOMINATIONS FOR THE APPOINTMENT OF BOARD MEMBERS TO GOVERN AMATOLA WATER
FOR THE TERM 2020-2024

The Minister of Human Settlements, Water and Sanitation is the Executive Authority and shareholder of Amatola Water. She is responsible for the appointment of Board Members of Water Boards. Amatola Water is a National Government business entity, operating in terms of the Water Services Act, Act No. 108 of 1997 and listed as a schedule 3B in the Public Finance Management Act, Act No. 1 of 1999.

The primary role of Amatola Water is the provision of bulk water supply (both potable and uncharged water), waste water treatment and other related services, to the public benefit. Its service area includes most the Amatole and Chris Hani District Municipality, the Ndlambe Municipality and smaller portion of the Cacadu and Joe Gqabi District Municipality in the Eastern Cape Province.

Individuals and organisations are invited to submit nominations of suitably qualified persons to be considered for appointment as members of the Board of Amatola Water on or before 31 March 2020.

Accordingly, the Board must comprise of interested, suitably qualified and skilled members having experience in one or more of the following areas:

- Engineering with particular emphasis on project management, construction, contract management; Water resource specialists; Science and Information Technology; Treasury; Corporate and Project Finance; Accountants; Legal and Risk Management; Human Resources Management and Environmental Management.
- Must have personal attributes of integrity, integritly, good reputation, commitment and South African citizen.
- Appropriate knowledge of, understanding and experience in exercising fiduciary duties in accordance with the provisions of the PFMA, King Code of Good Corporate Governance and Companies Act.

A nominee will not be considered to hold office as a member of the Board if he/she:

- Is an un-rehabilitated insolvent, has been convicted of any offence involving dishonesty, fraud or has been sentenced to imprisonment without the option of a fine.

Grounds for Disqualification:

A nominee will not be considered to hold office as a member of the Board if he/she is a un-rehabilitated, insolvent, has been convicted of any offence involving dishonesty, fraud or has been sentenced to imprisonment without the option of a fine. Officials working for the Department of Human Settlements, Water and Sanitation and Amatola Water will also be disqualified.

Stipends:

The appointed Board Members shall receive a stipend determined and approved by the Minister of Human Settlements, Water and Sanitation. The stipend is paid in respect of expenses incurred in and during attendance of official duties.

Requirements:

Upon appointment, the Minister reserves the right to conduct probity check (criminal and civil records; reference checks; verification of qualifications and experience; credit record and integrity test). Every nomination of a person for appointment to the Board must be signed by a proposer and seconder, none of whom may be the nominee, and must also contain the nominee's signed acceptance. No person may nominate or second more than one candidate.

Applications:

Nominations, together with a Curriculum Vitae and copy of the nominee's ID, as well as a motivation as to the suitability of the nominee, should be submitted to:

The Department of Water and Sanitation, Directorate: Institutional Oversight. Attention: M.N. Mbogo, Private Bag X313, Port Elizabeth or hand deliver to 193 Francis Road, Waterfront Building. It is a requirement that nominees should also forward their application and CV online/ electronically to: waterboards@wisa.gov.za

Please note that this is a re-advertisement, people who have applied before are encouraged to re-apply.
Table 4: Proposed Shortlist

<table>
<thead>
<tr>
<th>Nomination No</th>
<th>Civil Status</th>
<th>Race</th>
<th>Gender</th>
<th>Qualifications</th>
<th>Current/Previous Position and Employers</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td></td>
<td>Indian</td>
<td>Male</td>
<td>Master of Business Administration Degree and BSc Degree in Electrical Engineering</td>
<td>General Manager: Southern Africa Energy / Mega Projects at Eskom from 2016 to date</td>
<td>Served as an Executive Manager; Electricity Regulation at NER / NERSA from 2002 to 2007</td>
</tr>
<tr>
<td>16</td>
<td></td>
<td>White</td>
<td>Female</td>
<td>MSc Degree in Economics and BA Honours Degree in Economics</td>
<td>Managing Director of Lungiswa Energy Pty Ltd from June 2017 to date</td>
<td>Served as a Full-Time Regulator Member; Primarily Responsible for Piped Gas at NERSA from October 2005 to March 2013</td>
</tr>
<tr>
<td>20</td>
<td></td>
<td>African</td>
<td>Male</td>
<td>Master of Business Administration Degree, Postgraduate Diploma in Engineering and BSc Degree in Electrical Engineering</td>
<td>Deputy Director General: Energy Programmes &amp; Projects at the Department of Energy from November 2018 to date</td>
<td>Served at various portfolios at the Department of Energy since April 2014 to date</td>
</tr>
<tr>
<td>30</td>
<td></td>
<td>African</td>
<td>Male</td>
<td>Master of Business Leadership Degree, Bachelor of Commerce Degree and BSc Degree in Chemical Engineering</td>
<td>Full Time Regulator Member: Petroleum Pipelines Regulation at NERSA from January 2018 to date</td>
<td>Serving as Full Time Regulator Member; Petroleum Pipelines Regulation at NERSA from 16 January 2018 to date</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>African</td>
<td>Male</td>
<td>Master of Engineering Management Degree and Bachelor of</td>
<td>Chief Executive Officer of Africa Energy Corporation from January 2019 to date</td>
<td>Served as Energy Advisor to the State President of RSA from</td>
</tr>
</tbody>
</table>
| No | Name | Sex | Education | Current Role | Date
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td></td>
<td>Female</td>
<td>LLB Degree, B Proc Degree and Diploma in Company Direction</td>
<td>Executive Manager: Corporate Services at NERSA from 2009 to date</td>
<td>Currently Acting CEO at NERSA from March 2020 to date</td>
</tr>
<tr>
<td>28</td>
<td></td>
<td>Male</td>
<td>MSc Degree in Macroeconomics, B Admin Honours Degree in Economics and B Admin Degree</td>
<td>Director of Amazwe Holdings from 2014 to date</td>
<td>Served as Full Time Chairperson at Municipal Demarcation Board from May 2009 to February 2014</td>
</tr>
</tbody>
</table>

3.5. Four (4) candidates were identified from the A List (Suitable) and three (3) candidates were identified from the B List (Possible). There were no candidates identified from the C List (Not suitable/possible) that could be considered for interviews.

3.6. Spreadsheets with full profiles of the seven (7) candidates shortlisted is attached as Annexure A.

3.7. Spreadsheets with full profiles of all the thirty-four (34) candidates is attached as Annexure B.

4. DELIBERATIONS/CONSULTATION ON THE SHORTLIST

4.1. The spreadsheet containing all the nominations (pre-shortlists of suitable, possible and not suitable candidates) was sent to [Name](Interim Chairperson, NERSA) for consultation purpose by [Name] on the 16th of March 2021 because she could not attend the meeting of 15th March 2021.

4.2. On the 16th of March 2021, [Name] sent a brief report on the shortlisting to [Name].

REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATOR MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)
4.3. provided her inputs and also raised some issues;

(a) She agreed with non-suitability of all the candidates on the C List (Not Suitable/Possible).

(b) She agreed with borderline candidates on the B List (Possible), except for whom she thought should have been included in the A List (Suitable). She requested that clarity be provided on the three (3) candidates identified as not meeting the minimum 5 years' experience in a regulatory environment.

(c) She agreed with the candidates on the A List (Suitable), except for point (b) above and requested that clarity be provided at the meeting of 18th March 2021 with the Director-General.

4.4. During the Microsoft Teams meeting of the 18th of March 2021 to confirm the preliminary shortlist proposed with the Director-General, the issues raised by were responded to by.

(a) experience at the Public Protector South Africa is more in a complaints-driven environment, her experience is also in the financial management side and she has not been put in the final shortlist.

(b) experience at the Municipal Demarcation Board is more in a regulated environment and he has been put in the final shortlist.

(c) has extensive experience in the energy industry and he has been put in the final shortlist.

4.5. The Selection Panel confirmed the final shortlist on Table 4 as candidates who should be considered for interviews.

4.6. Due to intermittent disruptions of virtual meetings caused by load shedding, the Selection Panel agreed that interviews should be held by the end of March 2021 at NERSA to allow face to face interactions with the candidates. COVID-19 regulations/protocols will be adhered to at all times during the face to face interviews. The date of interviews will be communicated in due course.

REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATOR MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)
Chairperson of the HRRC - NERSA
Date: 24 March 2021

Interim Chairperson of NERSA
Date: 

CD: SOE Oversight
Date: 

HOD: HR Transactions
Date: 25 March 2021

HR Planning Specialist
Date: 18 March 2021

REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATOR MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)
NATIONAL ENERGY REGULATORY AUTHORITY OF SOUTH AFRICA

Position Title: Chief Engineer/Officer

Date advertised: 15 December 2020

Application closes: 18 January 2021

Requirements (Qualifications): Minimum of Master's Degree or equivalent in Engineering, Business, Economics, Law, or related field.

Requirements (Experience): Minimum of five (5) years of direct applicable experience at the same or similar level.

Requirements (Knowledge): Experience in economic regulation.

Desired: A strong understanding of regulatory policy in the South African context and of the South African Electricity, Petroleum, Gas, and Petroleum Pipelines industries is of great importance.

### RECOMMENDED LIST: DCDT DIRECTOR GENERAL POST – AUGUST 2020

<table>
<thead>
<tr>
<th>#</th>
<th>Name and Signature</th>
<th>Position</th>
<th>Age</th>
<th>Gender</th>
<th>Race</th>
<th>Province</th>
<th>Skills and Qualifications</th>
<th>Qualifications</th>
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</thead>
<tbody>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td>53</td>
<td>Male</td>
<td>African</td>
<td>Gauteng</td>
<td>Executive, Strategic, Leadership, Business Management, Corporate Governance, Communications, Financial Management</td>
<td>MBA, Post Graduate Diploma in Management Studies, Bachelor of Arts Honours, Bachelor of Arts, Certificate in Management, Certificate in Development, Senior Certificate</td>
</tr>
</tbody>
</table>

**Current Employment:**

ICASA General Manager; Consumer Affairs, Commission on Gender Equality (CGE) Head of Department: Public Education and Information, SABC Specialist Producer, Administration Board Northern Transvaal: Sport Organiser
<table>
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<tbody>
<tr>
<td>3.</td>
<td><strong>Afrocentric Technologies Group CIO and CEO, ACSA Group CIO, DoH CIO, Department of Home Affairs</strong> DDG ICT, SASOL Senior IT Project Manager, Department of Health Director of Projects, Department of Health IT Manager, SITA IT Support Technician</td>
<td>African, Male</td>
<td>46</td>
<td>Eastern Cape</td>
<td></td>
<td>Master of Business Leadership, Bachelor of Commerce, Bachelor of Arts Honours, Senior Certificate</td>
</tr>
<tr>
<td>No.</td>
<td>Name and Signature</td>
<td>Gender</td>
<td>Age</td>
<td>Current Location</td>
<td>Education Qualifications</td>
<td>Certifications</td>
</tr>
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<tr>
<td>6.</td>
<td></td>
<td>African Male</td>
<td>50</td>
<td>Gauteng</td>
<td>Information Communication Technology</td>
<td>Masters of Information Technology, Degree of Bachelor of Library and Information Science, Baccalaureus Information Honours, Microsoft Project Certificate</td>
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<tr>
<td></td>
<td>Director: Information Technology Operations at University of Pretoria, Department of Justice IT Infrastructure and Support Director, Statistics SA Intranet Manager, Times Media Group Information Management Specialist, ICASA Information management Specialist, Liebenberg and Stander Consulting Engineers Information Management Officer, Careers Research and Information Centre Junior Information Officer</td>
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<tr>
<td>7.</td>
<td></td>
<td>African Female</td>
<td>46</td>
<td>Gauteng</td>
<td>Executive and Strategic Leadership, Business Development, Researcher, Financial Management, Governance, Information Technology</td>
<td>Master of Business Administration, Bachelor of Science, Senior Leadership Programme</td>
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<td><strong>Current Employment:</strong></td>
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<tr>
<td></td>
<td>AtDigitalize CEO, Milestone Connexions CEO, Motus Aftermarket Parts CIO, South African Township and Rural Development Institute CEO, Dimension Data Senior Contract and Service Delivery Manager, Independent Strategist and Business Advisor, Standard Bank Southern Africa Senior Portfolio Manager, National Research Foundation IT Manager, Cornstone Consulting IT Outsource Project Manager, ICT Works Consulting IT Outsource</td>
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<td>Role</td>
<td>Name of Company</td>
<td>Role in Company</td>
<td>Area of Expertise</td>
<td>Skill and Area of Specialization</td>
<td>Qualifications</td>
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<tr>
<td>Programme Manager, SARS Team Lead Business Intelligence Analysis, HSBC Investment Services South Africa Database Administrator, Websoft(Pty)Ltd BI/DW Developer, Standard Bank of Southern Africa Operations Analyst, IBM South Africa IT Specialist Application Development and Y2K Project Manager, The Foschini Group Graduate Programmer</td>
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</tbody>
</table>

| African Way | 57 | Curation | Diploma in Information Technology | Bachelor of Science |

DCDT post - DepComm
<table>
<thead>
<tr>
<th>No</th>
<th>Name and Surname</th>
<th>Race and Gender</th>
<th>Age</th>
<th>Province</th>
<th>Skills and Area of Expertise</th>
<th>Qualifications</th>
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<tbody>
<tr>
<td></td>
<td>Current Employment:</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>Lecturer, IFA Independent Field Advertiser, Director at Pressed in Time, South African Early Child Development Council Project and Contract Manager, Helen Joseph Hospital Board Member, Nokia Siemens Networks Contract Manager, Telkom SA Operations Manager, Project Consultant at Business Process Re-engineering and iCare Flow-Thru, Payphone Section Technician and Database Administrator, Telkom SA Technician and Test Clerk Telkom SA Telkjom Technician (Faults and Fitting)</td>
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<tr>
<td></td>
<td>Current Employment:</td>
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<tr>
<td></td>
<td>General Manager: Southern Africa IT Infrastructure Life Services at Evernex International, Director: Africa Software and Application Business Development at Kamitai Afrique, Network Consultant at Ericsson,</td>
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<tr>
<td>ID</td>
<td>Name</td>
<td>Gender</td>
<td>Age</td>
<td>Location</td>
<td>Current Employment</td>
<td>Education</td>
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</tr>
<tr>
<td>11</td>
<td></td>
<td>Male</td>
<td>47</td>
<td>Gauteng</td>
<td>Head of Broadcast</td>
<td>Technical Skills, Communication, Executive Leadership, Production Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td>at KweseTV, SABC general Manager: Facilities, SABC Technical and Regional Manager, SABC National MCR Manager, SABC Senior Technician, Deputy Presiding Officer at IEC.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>Female</td>
<td>54</td>
<td>Gauteng</td>
<td>Current Employment:</td>
<td>Marketing Communications, Graphic Design, Digital Marketing, Lecturer</td>
</tr>
<tr>
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<td></td>
<td>Journalism: Daily Dispatch Media, Tutor: University of Fort Hare, Junior Lecture: University of Fort Hare, Senior Lecture: Tshwane University of Technology, Senior Lecture: UNISA, Associate Professor: University of Limpopo, Shadow Director: School of Language and Communication Studies at University of Limpopo</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Male</td>
<td>51</td>
<td>Gauteng</td>
<td>Current Employment:</td>
<td>Executive and Strategic Leadership, Information and Communication Technologies Skills, Technical,</td>
</tr>
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<td></td>
<td></td>
<td>Amscor General Manager, ACSA Corporate Specialist: Security Technology Projects, Head of Computer and Network Services at the University of</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Name</td>
<td>Gender</td>
<td>Age</td>
<td>Employment History</td>
<td>Qualifications</td>
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<td>14.</td>
<td></td>
<td>Male</td>
<td>63</td>
<td></td>
<td>African, Male</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td>Vamna Media and Production Founder, Provincial Programming Advisor at SABC, SABC General Manager: PBS Radio, SABC General manager: Radio Strategy, SABC Group Programme Manager: PBS, Mindset Network Sales Manager, WorldSpace PTY LTD Regional Manager, WorldSpace PTY LTD Content Manager, P4 Radio Durban PTY LTD General Manager, Radio Metro Station Manager, Transkei Broadcasting Corporation Chairman of the Management Committee, Transkei Broadcasting Corporation Programme Manager</td>
<td>Executive and Strategic Leadership, Corporate Governance, Technical, Communication</td>
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<tr>
<td>15.</td>
<td></td>
<td>Female</td>
<td>36</td>
<td></td>
<td>African, Female</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Consultant: Senior IT Business Analyst at Agiflex Solutions, Senior Business Analyst at SITA, Consultant Business Analyst at Flowcentric Technologies, Business Analyst at Transnet-National Ports Authority, Business Systems Coordinator</td>
<td>Strategic Management, Business Management,</td>
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<td></td>
<td>Master of Business Admin (2019), Bachelor of Commerce Honours in Business Management, Diploma in Business Analysis, ND-Human Resources Management</td>
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<td>Current Employment:</td>
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<tr>
<td>16.</td>
<td>ICT Director at NMBM, Senior IT Manager at EC Legislature, ICT Manager at Department of Safety and Liaison, Executive Head of Marketing and Sales at Vodacom, Executive Head of Operations at Vodacom South Africa, Customer Service Analyst at Caltex Oil South Africa, Computer Programmer at BP South Africa, Tutor at University of Cape Town</td>
<td></td>
<td>African, Male 58 Eastern Cape Business Analyst, Marketing, IT Specialist, BSC, Honours in Business Management, Certificate in Project Management, Bachelor of Science (Mathematics and Computer Science)</td>
<td></td>
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<tr>
<td>17.</td>
<td>COO at Council for the Built Environment, Construction Health and Safety Technical Committee Member at Department of Labour, Board Committee Member at CIBD, Acting CEO at Council for the Built Environment, Chief Director Engineering Services at Department of Human Settlement, Acting Chief Director Infrastructure and Operations at Department of Public Enterprise, Acting Chief Director Infrastructure Planning at Office of the Gauteng Premier, Director Infrastructure and Operations at Department of Public Enterprise, Director Infrastructure Planning at Office of the Gauteng Premier, Trustee and Non Executive Director at House Owners Association, Senior Engineer Manager Infrastructure and Operations at Transnet, Board Committee Member at SA Institute of Civil Engineers,</td>
<td></td>
<td>African, Male 35 Gauteng Corporate Governance, Finance, Supply Chain, Project and Contract Management, Strategic Management, Information and Communication Technology, Business Development, Masters of Business Administration, Masters of Engineering Management, BSc Civil Engineering (Hons), Certificate in Co-operative Governance</td>
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<tr>
<td>#</td>
<td>Name</td>
<td>Current Employment</td>
<td>Gender</td>
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<td>Additional Skills</td>
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<td>18</td>
<td></td>
<td>Organisational Brand Management Head at Services Sector Education and Training Authority (SSETA), External and Government Relations General Manager at Nossan South Africa, Brand and Corporate Communication General Manager at Nissan South Africa, Stakeholder Management and Provincial Operations Acting Group Executive at SABC, Corporate Communications General Manager at SABC, Deputy Managing Director at Zanenzi Communications Agency</td>
<td>Female</td>
<td>45</td>
<td>Gauteng</td>
<td>Marketing and Communication, Corporate Governance, Leadership Skill, Project Management</td>
</tr>
<tr>
<td>Name</td>
<td>Race &amp; Sex</td>
<td>Age</td>
<td>Province</td>
<td>Position</td>
<td>Qualifications</td>
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<tr>
<td>1. Brand South Africa Acting CEO, DCDT Deputy Director General: Governance and Administration, DPSA Chief Director: Corporate Resource Management, MISA Corporate Service, DPSA Acting Chief of Staff, DPSA Acting COO, DPSA Acting DDG: Governance, DPSA Acting DDG: Management of Compensation, Director: DoD Human Resource Policy Management Director, DoD Labour Relations Director, Department of Defence (DoD) Deputy Director: Management Consultancy Service, Department of Home Affairs Work Study Practitioner</td>
<td>African, Female</td>
<td>50</td>
<td>Gauteng</td>
<td>Executive and Strategic Leadership, Governance and Administration, Financial Management, Human Resource</td>
<td>Postgraduate in Management, Bachelor Education, Baccalaureus Paedonomiaae, Senior Teacher Diploma, Management Service</td>
<td></td>
</tr>
<tr>
<td>2. CSIR NextGen Enterprises and Institutions: Impact Area Manager, CSIR Meraka Institute: Principal Researcher and Research Group Leader, CSIR Meraka Institute: Senior Researcher, National University of Lesotho Head of Department, Alabama State University Adjunct Instructor, National University of Lesotho Lecturer</td>
<td>African, Male</td>
<td>51</td>
<td>Gauteng</td>
<td>Nationality: Lesotho, and in a process of naturalization</td>
<td>PhD, Master of Science, Bachelor of Science, Programme in Project Management, Senior Certificate</td>
<td></td>
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<tr>
<td>3.</td>
<td>African</td>
<td>57</td>
<td>Gauteng</td>
<td>Legal, Executive</td>
<td>Master Legum in Administrative</td>
<td></td>
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<tr>
<td>Name and Position</td>
<td>Gender</td>
<td>Age</td>
<td>Province</td>
<td>Core Values and Leadership Competencies</td>
<td>Education and Professional Qualifications</td>
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<tr>
<td>Director at MC Consulting, Group Executive Legal and Regulatory at Internet Solution, South African Communications Forum Board Member, Head of Department at Gauteng Provincial Department, Board Member at Gauteng Provincial Liquor, Natal Spruit Hospital Board Member, Executive Director at Ekurhuleni Metropolitan Municipality, Chief Director at Department of Communications, Head of Department: Truth and Reconciliation at African National Congress</td>
<td>Male</td>
<td></td>
<td></td>
<td>and Strategic Leadership</td>
<td>Baccalaureurs and Municipal Law, Procuration, Baccalaureurs Legum, Nyukela Public Service SMS Pre-Entry Programme</td>
<td></td>
</tr>
<tr>
<td>DCDT Deputy Director General: SOE Oversight and ICT Enterprise Development, Strategic Management Services Chief Director at the Department of Higher Education and Training, Chief Financial Officer at the Local Government Sector Education and Training Authority, Director Banking Development, Ithala Development Finance Corporation Chief Operations Officer, DCDT Chief Director: Shareholder Management Unit, Director: Budget Office at National Treasury, Economist at Ntsika Enterprise Promotion Agency, Development Planner at MetropplanTown and Regional Planners and Development Consultants, Research at Development and Land use Economists, Research Assistant at University of Natal</td>
<td>African Male</td>
<td>52</td>
<td>Gauteng</td>
<td>Organisational Leadership, Corporate Governance, Information Communication Technology, Finance</td>
<td>MBL, Bachelor of Social Science Honours, Bachelor of Social Science Senior Certificate</td>
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</tbody>
</table>
# DIRECTOR-GENERAL

**CANDIDATES NAME(S)**

**SUITABILITY**

<table>
<thead>
<tr>
<th>SUITABLE</th>
<th>POSSIBLE</th>
<th>NOT SUITABLE</th>
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**RATINGS**

1: None, 2: Below minimum requirements, 3: Equal to minimum requirements, 4: Exceeds Minimum Requirements, 5: Far Exceeds Minimum Requirements

<table>
<thead>
<tr>
<th>Qualification/Experience</th>
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<tr>
<td>Postgraduate qualification (NQF Level 8)</td>
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<tr>
<td>10-years of experience at senior managerial level</td>
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<tr>
<td>5 years must be a member of SMS in the Public Service, preferably in the public sector</td>
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<td>Knowledge in the Global Economy, the Continental Economy, the Southern African Regional Economy and the South African Economy</td>
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<tr>
<td>Knowledge of the South African Government's vision, strategies, plans, policies, programmatic activities and the institutional arrangements</td>
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<td>Experience in Global best practice in the design and management of State-owned entities</td>
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<tr>
<td>Knowledge of the Public Enterprises portfolio in particular with respect to state capture and corruption</td>
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<tr>
<td>Experience in Management practice in the South African Public Service</td>
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<tr>
<td>Knowledge and ability to work successfully with an executive authority or the equivalent. Leadership, management, administration, organizational design &amp; development, change management, monitoring and evaluation.</td>
<td></td>
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<tr>
<td>Knowledge and ability to work effectively with other players in Government and the Private Sector.</td>
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<tr>
<td>Z83 Form attached</td>
<td>Y</td>
<td>N</td>
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<tr>
<td>CV attached</td>
<td>Y</td>
<td>N</td>
<td></td>
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<tr>
<td>Certified Copies of ID and Qualifications attached</td>
<td>Y</td>
<td>N</td>
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</table>

**Screening's comment**

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basadzi

acting • communication • media
Graduate School of Business Leadership
of the
University of South Africa

This is to certify that

[Redacted]

has complied with the requirements for the twelve-month

PROFESSIONAL CERTIFICATE IN MANAGEMENT
(The Capable Manager 1997/98)

This certificate is based on materials and methods
provided by the Open University,
Milton Keynes, United Kingdom

Certified a true copy of the original.
There is no indication that any unauthorized person has altered the original document.

COURSES

MANAGING INFORMATION
MANAGING DECISIONS AND MARKETING
MANAGING INFORMATION FROM DATA
UNDERSTANDING ACCOUNTS AND COSTS/BUDGETING AND PERFORMANCE

[Signatures and dates]

Director and Executive Officer
Graduate School of Business Leadership

1997-07-16

Pretoria
30 May 2012

Director: Human Resources  
Department of Public Enterprises  
Private Bag X15  
Hatfield  
0028

Dear Ms Mpondo,

Verification for the Department of Public Enterprises of the Learner Achievements of  
Frans Kgathatshe Thakudi, National ID 7109245648088

The South African Qualifications Authority has been pleased to assist the Department of Public Enterprises, via its National Learners’ Records Database, by performing this verification.

The verification results are as follows:

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Institution</th>
<th>Year</th>
<th>Valid</th>
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<tbody>
<tr>
<td>Metric</td>
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<td>1989</td>
<td>Yes</td>
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<tr>
<td>Bachelor of Science in Engineering</td>
<td>University of Witwatersrand</td>
<td>1996</td>
<td>Yes</td>
</tr>
<tr>
<td>Master of Business Administration</td>
<td>University of Cape Town</td>
<td>2004</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Recommended wording for press statements:

Mr Thakudi was appointed to the position of ... in the Department of Public Enterprises. His qualifications include a Bachelor of Science in Engineering and a Master of Business Administration (MBA).

We look forward to being of further service to you in the future.

Yours sincerely,

Yvonne Shapiro
Director: National Learners' Records Database

cc: Geeya Pillay, Chief Director: HR Planning, DPSA

SAQA’S MISSION
To assure the development and implementation of a National Qualifications Framework that contributes to the full development of each learner and to the social and economic development of the nation at large.
we certify that

[redacted]

was admitted to the degree of

Master of Business Administration

on 18 June 2004

Vice Chancellor
Hugh Amore
Registrar

Certified a true copy of the original.
There is no indication that any unauthorized person has altered the original document.

NAME: [signature]
DEPARTMENT OF PUBLIC ENTERPRISES
DATE: 11/07/2019
**Senior Certificate (Std 10)**

**Senior Sertifikaat (St 10)**

(National Senior Certificate Examination)

(Nasionale Senior Sertifikaateksamen)

Certified a true copy of the original. There is no indication that any unauthorised person has altered the original document.

AWARDED TO/TOEGEKEN AAN:

[Redacted name]

**Exam No./Eksamenum.**

A182312

**Subjects passed/Volke geslaag**

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<tr>
<td>English Second Language HG</td>
<td>B</td>
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<tr>
<td>Mathematics HG</td>
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<tr>
<td>Physical Science HG</td>
<td>B</td>
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<tr>
<td>Technical Drawing HG</td>
<td>D</td>
</tr>
<tr>
<td>Electricians Work SG</td>
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<td>Xxxxxxxxxxxxxxxxxxxxxxxxx</td>
<td>XX</td>
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</table>

**Examinations Officer**

[Signature]

**Director-General: Education and Training**

[Signature]

**Secretary, Joint Matriculation Board**

[Signature]

Issued without alteration or erasure / Uitgekee word van verandering of uitwerp
UNIVERSITY OF THE WITWATERSRAND,
JOHANNESBURG

At a congregation of the University
held on 3 December 1996

was admitted to the Degree of
Bachelor of Science in Engineering
Branch of Metallurgy and Materials Engineering
Physical Metallurgy Option

[Signature]
Dean, Faculty of Engineering

[Signature]
Vice-Chancellor and Principal

Certified a true copy of the original.
There is no indication that any unauthorized person has altered the original document.

[Signature]
Registrar (Academic)

[Name]
DEPARTMENT OF PUBLIC ENTERPRISES

[Date]
11 JUL 2019
Royal Aeronautical Society
Air Transport Management

Management development program run by the British Royal Aeronautical Society for emerging managers in the aviation industry. The course duration was two weeks and covered economics, law and aeronautical engineering.

Oct. 1995
Lever Brothers
Business Trainee
Won a place to attend a business training course.

Professional Membership
Member Institute of Directors in Southern Africa (IoDSA)
Current
Member: DATAM Procurement Committee (Nov. 1999 – Mar. 2000)
Responsibility for BEE and SMME development.
Developed a BEE SMME scorecard for the company for rating suppliers compliance.
Member: Denel Aviation Restructuring and Transformation Committee (Jun. 1997 to Aug. 1998)

Education
Feb 2003 to Mar 2004
UCT GSB
Master of Business Administration
Concentration on Marketing and Finance (Full time studies)

1997
UNISA SBL
Post Graduate Certificate in Management
Part of Denel management development program.

1991-1995
University of Witwatersrand
Bachelor of Science in Engineering
Concentration in Physical Metallurgy.

Pre-University (1990)
Pre-university bursary scheme funded by Anglo-American Corporation.

Other Education
Jun. 2019
The Public Policy and Private Sector Development Executive Programme,
Lee Kuan Yew School (LKYS) of Public Policy, Singapore

Oct. 2015
Institute of Management Development, Lausanne, Switzerland
High Performance Board Programme

Apr. 2009
North-West University
Principles of Project Management and Acquisition Management

Jan. – March. 2004
Wollson College, Cambridge University
Fellow of Sainsbury and Gatsby Visiting Scholar

As part of the Sainsbury Trust scholarship for studying business at UCT GSB I spent two months at Cambridge University based at the Institute of Manufacturing.

Apr. 1999
Customer Support Manager/Project Manager (Jun. 1998 – Aug. 2001)
Customer relationship management for an aircraft maintenance facility. Most of the clientele is African transport aircraft operators.
Work scope negotiation and management, ensuring project delivery on agreed terms – cost and downtime.

Reporting to Executive Manager; Marketing and Business Development

Engineer: Industrial Participation (Nov. 1998 – May 1999)
Management of sponsored research projects conducted through the UCT and Wits, which were respectively on the following: extension of fatigue life of aluminium engineering components using shot-peening and updating of CFCP programme for aircraft that are exposed to conditions in Central Africa.

Reporting to Executive Manager: Industrial Participation

Development Engineer (Sept. 1996 - Nov. 1998)
Fatigue life determination on fatigue critical components on the ROOVALK attack helicopter and optimization of fatigue life calculation methods.
Component failure investigations.
Bulkhead stress checking for ROOVALK attack helicopter qualification.

Reporting to Manager; FUMS Manager

Other Experience

October 2013 to current
UN Food and Agricultural Organisation 2015 World Forestry Conference
Local Organisation Committee Member

Apr. 2013 to current
Department of Agriculture Forestry and Fisheries Kabelo Trust
Trustee

Air Traffic Navigation Service (ATNS)
Non-Executive Director

Denel Aviation
Chairperson; DATAM Procurement Committee (Apr. 00 – Jul. 02)
Ensuring that procurement policies are adhered to in purchasing of goods and services for the company.
Responsibility for ensuring diversification of the register of preferred suppliers, to include more BEE and SMME companies, and fair treatment of such suppliers.
Volkswagen SA

National Field Operations Manager
Nine Regional Managers reporting. Responsible for after sales business of Volkswagen and SEAT brands (In the Northern Regions [Mpumalanga, Limpopo, Gauteng, North West, Northern Cape, Free State, Botswana and Namibia]).
Implementation of Programmes that will improve the dealers’ capability and productivity to meet National Service Cost Recovery Rate.
Management of VW Warranty Goodwill budget, including adjudicating on customer and dealership complaints on claim rejection or underpayment.
Approval of vehicle exchanges resulting from built quality or recurring repair problems.
Implementation of the VWSA Mechanicion Development Programme aimed at ensuring World Class skills in the dealer network.
Designing and implementation of programmes aimed at Increasing Service Customer Satisfaction Index (CSI).
Ensure dealerships adherence to VWSA and Audi SA franchisee standards.
Representation of Volkswagen SA at dealer body meetings and rental and leasing companies association meetings (SAVRALA).

Reporting to General Manager: National Service

Denel Group

Departments reporting: Production, Maintenance Planning and Engineering, each headed by a manager.
General management of an aircraft modification and Cargo Conversion Centre.
Responsibility for developing business strategy.
Daily management of the operation to ensure: acceptable WP, PBT and ROI.
Ultimate responsibility for quality, meeting aircraft turnaround commitment and customer satisfaction.
The business unit had 150 aircraft technicians and 20 supervisory staff (incl three managers, seven superintendents) reporting to the Conversion Centre Manager.
Reporting to Executive Manager: Operations

Production Manager (Sep. 2001-Jan. 2003)
Management of a commercial transport aircraft maintenance line, staffed with 43 aircraft technicians and four superintendents and eight team leaders supervisory staff.
Responsibility for starting a new commercial aircraft maintenance line, and this was done successfully. With the line showing positive contribution during its first year of operation – R12m on R43m turnover.
Final responsibility for quality of work performed, and on-time delivery of aircraft/clients.
Chairing of the departmental Health & Safety Committee.
Reporting to Executive Manager: Operations
• Provides technical advisory services to support SOCs' compact alignment processes and facilitate the development/adoption thereof.

Reports to Director-General

Deputy Director-General: Manufacturing Enterprises (Jan 2013 to Dec 2018)
The executive head of a unit responsible for shareholder oversight over Denel Group, SAFCOL and Alexkor. The unit consists of a mixture of finance, economics and technical specialists
Provide advice to the DG, Deputy Minister and Minister on policy, strategy and stakeholder related issues in the defence, forestry and mining space
Perform the focal role in the analysis of proposals and negotiation of performance deliverables (shareholder compact, corporate plan, quarterly reports, annual financial statements, etc.) with the SOCs and the ex-year monitoring of performance against these
Commissioning of continuous internal and external review of SOC mandates to ensure alignment to national strategic objectives. The role includes engagement with stakeholders to ensure alignment and buy-in.
Project management of strategic industry impact programmes. Some of these are: the emerging miners strategy, aerospace SOC consolidation, and SOC industrialisation programme.

Reports to Director-General

ARMSCOR

Head of Division: Aero Systems Acquisition
31 subordinates including aircraft systems engineers, programme managers, logistics managers, contracts managers and administrative personnel – including three senior managers
Effective management of ARMSCOR aircraft systems acquisition portfolio on behalf of Department of Defence by ensuring adequate deployment of allocated financial resources - responsible for an annual acquisition expenditure of approximately ZAR5 billion
Ensure adherence to technical and regulatory requirements in acquisition of systems through ensuring the correct systems are in place within the division to ensure a credible process
Formulation and implementation of aero systems specific elements of the ARMSCOR’s Acquisition Department Strategy
Member of the Divisional Acquisition Authorisation Committee, Aircraft Systems Control Board, Baseline Project Technical Steering Committee and Armaments Acquisition Control Board
Member: South African Air Force and Denel Aviation Steering Committees, aimed at restructuring the Maintenance, Repair and Overhaul (MRO) capabilities of both entities into a single capability.
Formulation of solutions to business issues as allocated by the Management Board. Lead the Business Discipline Improvement Initiative, Senior Manager Technical position reformulation exercise and the BBBEE Strategy review processes. Member of the Acquisition Department Restructuring Workgroup
Co-Chaired a number of Multinational Armaments Acquisition Project Review Committees: Brazil-RSA, Sweden-RSA, France-RSA and EU-RSA
Chairperson: ARMSCOR Employment Equity Committee – directly elected by employees

Reporting to General Manager: Acquisition

Page 3 of 7
Personal Information

Residential Address

Postal Address

Telephonic Contacts
Email

Marital Status

National Identification Number
(RSA Citizen)

Passport Number

Driver's License

Experience

Jan.2013 – Current
Department of Public Enterprises

Deputy Director-General: Business Enhancement Services (Jan 2019 to current)
The unit:
- Initiates and coordinates specialist research projects to model the short, medium and long-term business enhancement prospects;
- Develops and coordinates the implementation of SOCs' Group pipeline business enhancement strategies and instruments;
- Develops business enhancement models for the clusters and coordinates the adoption processes;
- Initiates and coordinate specialist research projects to define business enhancement inhibitors for the SOC Groups;
- Liaises with policy and regulatory institutions to mitigate the impact of the identified business inhibitors;
- Provides technical inputs to influence alignment of the regulatory regime impacting on the operations of the SOC Groups; and
**DIRECTOR-GENERAL**

**CANDIDATES NAME(S)**

**SUITABILITY**

- **SUITABLE**
- **POSSIBLE**
- **NOT SUITABLE**

**RATINGS**

<table>
<thead>
<tr>
<th>Postgraduate qualification (NQF Level 8)</th>
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<th>2</th>
<th>3</th>
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<tr>
<td>10-years of experience at senior managerial level</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5 years must be a member of SMS in the Public Service, preferably in the public sector</td>
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<td>Knowledge in the Global Economy, the Continental Economy, the Southern African Regional Economy and the South African Economy</td>
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<tr>
<td>Knowledge of the South African Government's vision, strategies, plans, policies, programmatic activities and the institutional arrangements</td>
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<td>Experience in global best practice in the design and management of State-owned entities</td>
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</tr>
<tr>
<td>Knowledge of the Public Enterprises portfolio in particular with respect to state capture and corruption</td>
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<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>Experience in Management practice in the South African Public Service.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Knowledge and ability to work successfully with an executive authority or the equivalent. Leadership, management, administration, organizational design &amp; development, change management, monitoring and evaluation.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Knowledge and ability to work effectively with other players in Government and the Private Sector.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

- **Z83 Form attached**
- **CV attached**
- **Certified Copies of ID and Qualifications attached**

**Screening comment:**

*INTERNAL CANDIDATE*

---

**basadzi**
This is to Certify that the Bachelor of Administration was Awarded to at a Ceremony held on the 4th June 1993 in Accordance with the Provisions of the Act and Statute.
2 March 1997

This is to certify that whereas

[redacted]

has successfully completed the relevant one-year course of study prescribed under the University's Statute and Regulations.

the diploma of

POST GRADUATE DIPLOMA IN SOCIAL RESEARCH METHODS

(POST GRADUATE DIPLOMA IN SOCIAL RESEARCH METHODS)

with all the rights and privileges pertaining thereto, was conferred on him in March 1997.

Certified an abridged translation of the original degree certificate.

[Signature]

REGISTRAR
University of Venda

This is to Certify that the Degree of Honours Bachelor of Administration was Awarded to at a Ceremony held on the 20-SEP-97 in Accordance with the Provisions of the Act and Statute

Vice Chancellor

Registrar
Senior Certificate (Std 10)
Senior Sertifikaat (St 10)

National Senior Certificate Examination
Rasionale Senior Sertifikaateksamen

2017 -07- 23

AWARDED TO/TOEGEKEN AAN:

IDENTITY NO./IDENTITEITS-NR

EXAM. NO/eksamennr:

Subjects: passed/Vakke: geslaag

TSONGA FIRST LANGUAGE HG
AFRIKAANS SECOND LANGUAGE HG
ENGLISH SECOND LANGUAGE HG
ECONOMICS HG
ACCOUNTING HG
TYPING SG

Symbol/Simbool

C
E
D
E
C
E

EXAMINATIONS OFFICER

DIRECTOR-GENERAL: EDUCATION AND TRAINING

SECRETARY, JOINT MATRICULATION BOARD

Issued without alteration, or erasure / Uitgeloof sonder verandering of uitwassing
UNIVERSITY OF CAPE TOWN

we certify that

[redacted]

was admitted to the degree of

Master of Philosophy

in the Faculty of Engineering and the Built Environment

on 14 December 2000

Certified a true copy of the original document

2019 -07 - 12

Date

[Signature]

Vice Chancellor

12 JUL 2019

[Signature]

Registrar
Ministerial Sub-Committee, comprised of Ministers of all Departments involved in the restructuring of (SEOs).

The National Framework Agreement (NFA) – Energy Sector
- I sat on the NFA, which was chaired by the Minister of DPE and attended by the Minister of Minerals and Energy to engage Organised Labour about the restructuring of the energy sector.
- I was a member of the Government negotiating team that engaged organised Labour.

Parliamentary Services
- Presented to the ANC Study Group and the Public Enterprises Parliamentary Portfolio Committee
- Service Delivery Framework (SDF)
- Represented the DPE as a stakeholder in the forum that was addressing the non-payment of electricity in Soweto.
- Human Resource Development Committee
- Represented the Restructuring Unit in the Departments Human Resources Development Committee that dealt with staff related matters.

Position: Researcher
Period: July 1999 – July 2001
Company: Energy and Development Research Centre (EDRC), University of Cape Town

Position: Trainee Researcher
Period: March 1998 – June 1999
Company: Energy and Development Research Centre (EDRC), University of Cape Town

PROJECTS
- Bulk renewable energy independent power producers in South Africa
- Promoting public benefit energy efficiency investment in the new power contexts in South Africa
- Potential impacts of electricity industry restructuring on renewable energy and energy efficiency
- Monitoring and Verification (M&V) of Demand Side Management
- Evaluation of the National Electrification Programme (Phase 1, 1994 – 1999)
- Energy Efficiency and Energy Savings: A chapter in the Swaziland Energy Policy
- Review of South Africa’s Rural Electrification Strategy
- Review of the White Paper on Energy Policy

REFERENCES

Management Programme in Infrastructure Reform and Regulation
Graduate School of Business, University of Cape Town
Tel: ☑ Fax: ☑

Divisional Executive Sustainability (Ex- Eskom)
E-mail Address: Steve.jennion1@bigpond.com

Section Head: Policing & Programme Coordinator Postgraduate Studies,
Department of Safety and Security Management, Tshwane University of Technology
Tel: ☑ Fax: ☑
Regulatory Framework and Pricing
- Multi Year Price Determination (MYPD)
- Development Pricing
- Cross Subsidy Framework

Position: Industry Affairs Manager
Period: September 2004 – January 2005
Company: EDI Holdings Company
Scope of work done:
Stakeholder relations management

Position: Director Energy and Telecoms Sector
Period: August 2001 – August 2004
Company: Department of Public Enterprises
Scope of Work Done:
Restructuring of the Energy Sector
Restructuring of the Electricity Supply Industry (ESI Generation and Transmission) and the Electricity Distribution Industry. I was also responsible for Eskom Enterprises.

Electricity Supply Industry (ESI) Restructuring
The DPE was responsible for the restructuring of the ESI. In order to carry out this task we had established the ESI Project Office with different working groups. These included:
- Implementation Task Team
- Project Management Work Group
- Generation Workgroup
- Transmission and System Operations Workgroup
- Impact Studies Workgroup
- Multi Market Model Workgroup
- Legal and Regulatory Framework Workgroup
I chaired the Transmission and System Operations Workgroup and sat in all groups.

Electricity Distribution Industry (EDI)
The Department of Minerals and Energy is responsible for the restructuring of the EDI. The Electricity Distribution Industry Restructuring Committee (EDIRC) has been established to drive the process. The EDIRC is to establish the Electricity Distribution Holdings Company, which will then take the process to its end state, the establishment of Regional Electricity Distributors (REDS). I chair the Change Management Workgroup and sit in the following:
- Establish Holding Company
- Trading and Tariffs
- Journey Management
- Regulatory Framework
- Electricity Basic Support Service Tariff

Eskom Enterprises
EE was assigned to me as a portfolio and I was reporting to the Deputy Director General who was the Head of the Restructuring Unit. My responsibilities included:
- Developing a work plan, which sets a framework for the DPE to execute its shareholder responsibility
- Writing Cabinet Memoranda for the sales of stakes in some core businesses and disposal of non-core businesses
- Project managing all transaction within EE

Writing Reports
I wrote reports to the following Committees:
- Management Committee
- Executive Committee
- Oversight Committee, which involved other Government Departments involved in the restructuring of the State-Owned Enterprises (SOEs)
CERTIFICATE OF COMPETENCE

This is to certify that

[Name Redacted]

Has been assessed and found competent against the Unit Standard

Mentor a colleague to enhance the individual's knowledge, skills, values and attitudes in a selected career path,

ID number: 114215
Level 4, (3 credits)

on

20 June 2014

T. Visagie (Managing Director)
Assessment College of South Africa (Pty) Ltd

CERTIFICATE OF COMPETENCE

This is to certify that

I.D. Number [redacted]

has been assessed and found competent against the unit standard

Conduct Outcomes-based Assessment
(15 credits) Level 5, I.D. number 115953

on

11 December 2013

Certificate No. AC/14/OA00251

10 April 2014

Director: Africa

ISO 9001:2008
Certified Company
NOTICE OF PERSONAL PARTICULARS

1. Any changes to the personal particulars in your ID Book must be communicated to all relevant parties.

NOTICE OF CHANGE OF ADDRESS

1. Keep the NOTICE OF CHANGE OF ADDRESS form in this pocket to report a change of address or a change in particular of your present address e.g. number of street and/or street number etc.

2. Hand in at or post to the nearest regional/district office of the DEPARTMENT OF HOME AFFAIRS.

I.D. No.

SOUTH AFRICA

COUNTRY OF BIRTH

ISSUED BY AUTHORITY OF THE DIRECTOR-GENERAL

HOME AFFAIRS

STATION COMMANDER

2017 -07- 2 3

SOUTH AFRICAN POLICE SERVICES

VAN

2017 -07- 2 3

SOUTH AFRICAN POLICE SERVICES

VAN
<table>
<thead>
<tr>
<th>CANDIDATES NAME(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUITABILITY</strong></td>
</tr>
<tr>
<td>SUITABLE</td>
</tr>
<tr>
<td>POSSIBLE</td>
</tr>
<tr>
<td>NOT SUITABLE</td>
</tr>
</tbody>
</table>

1: Note. 2: Below minimum requirements. 3: Equal to minimum requirements. 4: Exceeds Minimum Requirements. 5: Far Exceeds Minimum Requirements.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
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<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>Postgraduate qualification (NQF Level 8)</td>
<td></td>
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<tr>
<td>10-years of experience at senior managerial level</td>
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<tr>
<td>5 years must be a member of SMS in the Public Service, preferably in the public sector</td>
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</tr>
<tr>
<td>Knowledge in the Global Economy, the Continental Economy, the Southern African Regional Economy and the South African Economy</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Knowledge of the South African Government's vision, strategies, plans, policies, programmatic activities and the institutional arrangements</td>
<td></td>
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</tr>
<tr>
<td>Experience in Global best practice in the design and management of State-owned entities</td>
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<tr>
<td>Knowledge of the Public Enterprises portfolio in particular with respect to state capture and corruption</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Z83 Form attached</td>
<td>V</td>
<td></td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CV attached</td>
<td>V</td>
<td></td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certified Copies of ID and Qualifications attached</td>
<td>V</td>
<td></td>
<td>N</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Screener's comment:

*Internal Candidate*
Hello

I would like to apply for the above mentioned position. In addition to the cover letter, please find attached the completed Z83 form, a copy of my CV and certified copies of my ID and qualifications.

Yours

Avril Hastead
The Department of Public Enterprises  
Private Box X15  
Pretoria  
0028

Dear Sir,

Application for the role of Director General (Ref No DPE/2019/019)

I am an economist with over 12 years of experience working at a senior management level at the National Treasury as well as the Department of Public Enterprises. At the Treasury, my primary focus was managing the fiscal risks arising from state-owned enterprises (SOEs), building up my knowledge of the SOEs and their status, operationally and financially. Similarly, since being seconded to the Department of Public Enterprises as the Acting Chief Specialist for Transport and Defence Enterprises, my responsibility has been to lead the team responsible for supporting the Minister in exercising the shareholder responsibilities for Transnet, South African Airways (SAA), South African Express Airways (SA Express) and Denel. The key focus has been on putting in place robust strategies to turnaround the entities so that they can support government's objective of growing and transforming the economy and creating jobs. In these roles I was required to communicate and maintain strong and effective relationships with Ministers, Senior Officials from other departments, Board members and Executives at SOEs as well as investors.

At the Department of Public Enterprises, I am currently leading the process for the development of an overarching SOE Act, which is aimed at addressing many of the weaknesses in the architecture for managing SOEs that allowed for the capture of the SOEs and the deterioration in their operational performance and financial sustainability. Since New Zealand introduced the first SOE Act in 1986, more and more countries have been introducing such legislation. This has been accompanied by shift away from the traditional, decentralised model, where SOEs are overseen by the relevant policy ministry, toward a model where SOE oversight is centralised, an approach advocated by the Organisation for Economic Co-operation and Development (OECD). To support better management of SOEs, the OECD has issued guidelines covering aspects like SOE corporate governance, financing, privatisation and anti-corruption.

Since 2014, as a short term expert for the International Monetary Fund (IMF), I have advised a number of the governments in Africa, Middle East and Eastern Europe to align their institutional arrangements for governing SOEs with global best practice and improve the management of the companies so as to mitigate fiscal risk. In addition, at both the National Treasury and Department of Public Enterprises, I have been responsible for providing training to officials from other African countries in this area.
During 2017, I was seconded at Kreditanstalt für Wiederaufbau (KfW), the German development bank. KfW offers financing both in Germany and in developing countries. The projects, in which I was involved, related mainly to the financing of renewable energy projects and hedging of currency risks. This provided me with insight into the priorities and functioning of the European Union Commission as well as the development finance community. I also familiarize by myself with the bank’s approach to risk management, which has application to the management of SOEs.

I have Masters degrees in Economics as well as business administration and organisational development. My undergraduate training was in mathematics and mathematical statistics. Whilst based in Washington during early 2018, I collaborated to publish a working paper “Indonesia’s Public Wealth: A Balance Sheet Approach to Fiscal Policy Analysis”, which examined the impact of SOE performance on the public sector balance sheet, an area that is garnering increased attention internationally. I have been an external examiner at the University of the Witwatersrand; assessing the research undertaken by students from the Masters in Business Administration and Masters of Management in Finance and Investment programs.

The Department of Public Enterprises has a critical role to play in stabilising and repositioning the SOEs so that they can be enablers of growth. Unfortunately, the Department was also one of the victims of state capture. It needs to be rebuilt and the staff reinvigorated. In my experience, the opportunity to be able to contribute to their country and have meaningful impact can be enormously motivating for young and capable people (of which there are many in the Department). If I am appointed to this role, I intend to use by extensive knowledge and experience of the South African SOEs, complemented by my international exposure to the best practices for managing these companies to lead and guide the Department to more effectively fulfill its role.

Yours

[Signature]
Application for Employment

A. THE ADVERTISED POST

<table>
<thead>
<tr>
<th>Position for which you are applying (as advertised)</th>
<th>Department where the position was advertised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director General</td>
<td>Public Enterprises</td>
</tr>
<tr>
<td>Reference number (as stated in the advert)</td>
<td></td>
</tr>
<tr>
<td>DPE/2019/010</td>
<td></td>
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</tbody>
</table>

If you are offered the position, when can you start OR how much notice must you serve with your current employer?
30 days / Immediate (subject to agreement with NT)

B. PERSONAL INFORMATION

<table>
<thead>
<tr>
<th>Surname</th>
<th>First Names</th>
<th>Date of Birth</th>
<th>ID number</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Race

- African
- White
- Coloured
- Indian

Gender

- Female
- Male

Do you have a disability?

- Yes
- No √

Are you a South African Citizen?

- Yes √
- No

If no, what is your Nationality?

- N/A

And do you have a valid work permit?

- N/A

Have you ever been convicted of a criminal offence or been dismissed from employment?

- Yes √
- No

If your profession or occupation requires State or official registration, provide date and particulars of registration.

- N/A

C. HOW DO WE CONTACT YOU

<table>
<thead>
<tr>
<th>Preferred language for correspondence?</th>
<th>English</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number during office hours</td>
<td></td>
</tr>
<tr>
<td>Preferred method for correspondence</td>
<td>Post</td>
</tr>
<tr>
<td>Correspondence contact details (in terms of above)</td>
<td></td>
</tr>
</tbody>
</table>

SAVE THE DATE FOR INTERVIEW

[Date and Time]

[Address]

Signature

[Signature]

Date

[Date]
### D. LANGUAGE PROFICIENCY - state 'good', 'fair' or 'poor'

<table>
<thead>
<tr>
<th>Languages (specified)</th>
<th>English</th>
<th>German</th>
<th>Afrikaans</th>
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<tr>
<td>Speak</td>
<td>Good</td>
<td>Fair</td>
<td></td>
</tr>
<tr>
<td>Read</td>
<td>Good</td>
<td>Fair</td>
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</tr>
<tr>
<td>Write</td>
<td>Good</td>
<td>Fair</td>
<td></td>
</tr>
</tbody>
</table>

### E. QUALIFICATIONS *(please ignore if you have attached a CV with these details)*

<table>
<thead>
<tr>
<th>Name of School / Technical College</th>
<th>Highest qualification obtained</th>
<th>Year Obtained</th>
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</thead>
<tbody>
<tr>
<td>Tertiary education (complete for each qualification you obtained)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of Institution</td>
<td>Name of Qualification</td>
<td>Year Obtained</td>
</tr>
<tr>
<td>University of London</td>
<td>MSc Economics: Economic Policy</td>
<td>2011</td>
</tr>
<tr>
<td>City University London / Tavistock Institute</td>
<td>MSc Business Administration: Organisational Consulting</td>
<td>2009</td>
</tr>
<tr>
<td>University of Cape Town</td>
<td>MBA</td>
<td>2004</td>
</tr>
<tr>
<td>University of Stellenbosch</td>
<td>B.Com Management</td>
<td>1987</td>
</tr>
</tbody>
</table>

### F. WORK EXPERIENCE *(please ignore if you have attached a CV with these details)*

<table>
<thead>
<tr>
<th>Employer (including current employer)</th>
<th>Post held</th>
<th>From</th>
<th>To</th>
<th>Reason for Leaving</th>
<th>Current position</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPE (seconded from NT)</td>
<td>Acting DDG</td>
<td>05 15</td>
<td>06 16</td>
<td>Request to come to DPE</td>
<td>Current position</td>
</tr>
<tr>
<td>IMF (seconded from NT)</td>
<td>Technical Assistance Advisor</td>
<td>01 15</td>
<td>04 16</td>
<td>End of secondment</td>
<td>resigned</td>
</tr>
<tr>
<td>KZN (seconded from NT)</td>
<td>Sec.</td>
<td>01 17</td>
<td>12 16</td>
<td></td>
<td>resigned</td>
</tr>
<tr>
<td>National Treasury</td>
<td>Chief Director: Sectoral Oversight</td>
<td>07 12</td>
<td>07 16</td>
<td></td>
<td>resigned</td>
</tr>
<tr>
<td>McKinsey &amp; Company</td>
<td>Associate</td>
<td>09 05</td>
<td>12 06</td>
<td></td>
<td>resigned</td>
</tr>
<tr>
<td>Old Mutual</td>
<td>Project Manager</td>
<td>03 12</td>
<td>03 03</td>
<td></td>
<td>resigned</td>
</tr>
</tbody>
</table>

If you were previously employed in the Public Service, indicate whether any condition exists that prevents your re-employment. 

**YES ☑ NO**

### G. REFERENCES *(please ignore if you have attached a CV with these details)*

<table>
<thead>
<tr>
<th>Name</th>
<th>Relationship to you</th>
<th>Tel. No. (office hours)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DG and DDG at National Treasury</td>
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<td>0824973597</td>
</tr>
<tr>
<td>DDG at National Treasury</td>
<td></td>
<td>0832125111</td>
</tr>
<tr>
<td>DDG at National Treasury</td>
<td></td>
<td>0664730101</td>
</tr>
</tbody>
</table>

### DECLARATION

I declare that all the information provided (including any attachments) is complete and correct to the best of my knowledge. I understand that any false information supplied could lead to my application being disqualified or my discharge if I am appointed.

Signature: [Signature]

Date: 26 July 2019
SUMMARY

- At the National Treasury and Department of Public Enterprises (DPE), led the oversight of South Africa’s largest state owned enterprises (SCEs), including structuring funding, borrowing limits and guarantees and supporting in the raising of financing for investment in infrastructure in the energy, transport, water and telecommunications sectors and the monitoring of project implementation.

- For the International Monetary Fund (IMF) advised countries in Eastern Europe, Latin America, Middle East and Africa on the management of their SCEs.

- Worked with the World Economic Forum (WEF) on the Strategic Infrastructure Initiative to enable increased investment in infrastructure in Africa.

- Contributed to the development of policy and legislation in the key infrastructure sectors by South African government departments and the Presidential Infrastructure Coordinating Commission (PICC).

- Reviewed company strategies and turnaround plans, and monitored and reported on performance recommending remedial action to be taken.

- At McKinsey & Company developed regional and international expansion strategies for South African corporates.


- Selected as by the World Economic Forum as a Young Global Leader (2011 - 2016).

- MSc (Economic Policy) and MBA, both with distinction.

- Awarded academic colours as one of the top 15 students and top Mathematics student at the University of Stellenbosch (1994-1997). Top Statistics student at University of Cape Town (2004).
WORK EXPERIENCE

Department of Public Enterprises: Acting Deputy Director General – Transport and Defence Enterprises (May 2018 – current) Seconded

- Led the oversight of Transnet, South African Airways (SAA), South African Express Airways (SA Express) and Denel, including:
  - Develop Strategic Intent Statements: setting out the key strategic priorities to be pursued by the SOEs, taking into account engagements with key stakeholders.
  - Negotiate Shareholder Compacts: documents the key performance indicators and targets to be achieved by the SOEs.
  - Review corporate plans and turnaround plans: assess the alignment of the strategic plans with government’s priorities and ensuring the financial and operational sustainability of the SOEs.
  - Review quarterly and annual reports: evaluate the performance of the SOEs vis-a-vis the targets set out in the shareholder compacts and engage with the SOEs on remedial action.
  - Review significant transactions: assess requests to undertake significant transactions and make recommendations to the Minister.
- Secured the funding required by the SOEs to meet their liquidity requirements, including negotiating loans, bonds and guarantees from banks, institutional investors and development finance institutions, applying for fiscal funding through the budget process, negotiating a fund to support SOEs and engaging with investors.
- Leading the development of the overarching SOE Bill that will strengthen and standardise the framework governing the SOEs with the aim of mitigating the risk of state capture.
- Leading strategic projects aimed at improving the performance of the SOEs, including assessing the impact of corporatising the National Ports Authority, introducing a strategic equity partners at SAA and Denel subsidiaries and consolidating the airlines.

International Monetary Fund: Technical Assistance Advisor (2014 – Present)

Consultant and Seconded

- Advised the authorities in Georgia, Ukraine, Serbia, Panama, Egypt, Iran, Namibia and Mauritius on global best practice approaches to fiscal risk management and the oversight, institutional arrangements and legal framework for managing of SOEs, infrastructure projects and public private partnerships (PPPs).
- Collaborated to produce a published working paper: "Indonesia’s Public Wealth: A Balance Sheet Approach to Fiscal Policy Analysis"
Kreditanstalt für Wiederaufbau (Jan 2017 – Dec 2017) Seconded

- Secured donor funding from the European Union for a company that provides exchange rate hedges not readily available in the banking sector after preparing the application and participating in the engagements with European Union.
- Evaluated potential projects, mainly for renewable energy projects or local financing institutions in Africa, to determine whether KfW should provide a loan.
- Assessed the credit risk associated with loans provided by KfW to sovereigns and banks, including undertaking a due diligence on a bank in India.


- Led the oversight of South Africa’s 40 largest state owned enterprises (SOEs), including electricity and water utilities, a petrochemical company, freight and passenger rail companies, air and sea port operators, airlines, national broadcaster, post office, etc.
  - Assessed major transactions including the construction of new power stations by the power utility (Eskom) and REIPPs, the purchase of new locomotives and rolling stock by the rail companies (Transnet and PRASA), the acquisition/leasing of new aircraft by the airline (SAA) and the construction of water transfer schemes by TCTA.
  - Supported fund raising activities of SOEs in domestic and international capital markets, from banks, through Export Credit Agencies and from local and international development finance institutions and multilaterals, inter alia the $3.5 billion loan from the World Bank and the $1.5 billion foreign bond issuance by Eskom and the negotiation of loan facilities totaling around $1 billion from local and international banks for various other SOEs.
  - Structured funding, borrowing limits and guarantees provided to SOEs, including structuring the $5.5 billion in equity allocations to Eskom and the government guarantees to support Eskom, the renewable energy independent power producer (REIPP) programme, toll road developments, and water transfer schemes.
  - Reviewed company strategies and turnaround plans, and monitored and reported on performance recommending remedial action to be taken. Oversaw the successful turnaround of the national broadcaster (SABC) and defence equipment manufacturer (Denel).
  - Analysed and contributed to the development of policy and legislation, particularly in the energy, telecommunications, transport and water sectors.
- Worked with the World Economic Forum on the Strategic Infrastructure Initiative for Africa, the Presidential Infrastructure Coordinating Commission and industry associations from the South African financial sector to enable increased investment in infrastructure.
- Drew on and shared best practice for overseeing SOEs among the other government departments and with other African countries.
- Represented government on the domestic and international road shows to investors and in meetings with rating agencies for the sovereign and major SOEs.
- Executed the unbundling and subsequent sale of government’s listed shareholding in mobile telecommunications company, Vodacom.
- Worked with the South African Reserve Bank (SARB), the Registrar of Banks and major South African banks on the resolution of failed African Bank.
- Manager of a unit comprising approximately 20 staff members.


- Led the development of fund raising strategy for the Nelson Mandela Foundation, Nelson Mandela Children’s Fund and Mandela Rhodes Foundation to build an endowment fund to sustain the organisations.

University of the Witwatersrand: External Examiner (2014 – Present) Part-time

- Assessed and evaluated research dissertations of students from the Masters in Business Administration and Masters of Management in Finance and Investment, primarily involving the application of statistical techniques to investigate macro- or micro-economic problems.


- Recommended a strategy for a South African retailer wanting to expand into Africa.
- Contributed to developing a blue-print for restructuring a leading South African petrochemical company to enable international expansion.
- Designed and co-ordinated a capability building programme for a SOE including both operational and interpersonal skills training.
- Developed an approach to diagnosing issues and implementing interventions in large corporates to better manage a diverse and multi-cultural work force.
- Led the development of a funding strategy for an NGO focused on developing leaders in Africa.
Kerzner International: Financial Model Development (Sept 2004 – 2005) **Consultant**
- Developed financial models for the local and international One & Only hotel developments.

Old Mutual: Project Manager for development of an Investment Vehicle (Jan 2003 – Dec 2003) **Permanent**
- Co-ordinated a project to develop a financial vehicle to pool black policy holder capital for investment in Black Economic Empowerment (BEE) equity transactions.

Wipcapital: Corporate Financial Risk Management Advisor (Jan 2000 – Dec 2002) **Permanent**
- Structured hedges to manage risk primarily for life assurance companies, asset managers and pension funds.
- Developed a financial risk management framework for two major life companies.
- Drew up a design for an SOE Treasury to facilitate the offering of treasury services on an arms-length, commercial basis to subsidiaries.
- Contributed to the BEE Commission report through assessing the efficacy of the financial structures used for effecting BEE transactions, which led to the introduction of the Broad Based Black Economic Empowerment Act, codes of good practice and sector charters.

Real Africa Durolink: Derivatives trader (Jan 1999 – Dec 1999) **Permanent**
- Traded fixed income derivatives, primarily the repos and swaps.
- Developed proprietary software for pricing the full suite of fixed income derivative products.

Other projects
- Established and led a team in identifying ways in which an NGO supporting over 1,000 orphans and vulnerable children could raise funding and improve their operations.
- Investigated the use of paraffin and paraffin stoves in townships in Cape Town on behalf of the Paraffin Safety Association of South Africa (PSASA) as the basis for developing interventions to avert fatalities arising from burning, or ingestion of paraffin.
ADDITIONAL INFORMATION

- Member of the Board of the South African National Roads Agency (SANRAL), and chairperson of the ALCO Committee (2015 – present)
- Trustee of the National Empowerment Fund (NEF), chairperson of the Human Capital and Remuneration Committee and a member of the Risk Management Committee (2008 to 2015).
- Treasurer of the South African Mobility for the Blind Trust (SAMBT) (2012 to present).
- Member of the Credit Committee of the Export Credit Insurance Corporation (2008).
- IMF expert on technical assistance missions to Georgia and Mauritius (2014-2016)
- Captain and athlete’s representative on the Board of the Stellenbosch Athletics Club (1996 and 1997).
- Fluent in English and Afrikaans. Basic German, Spanish and Chinese.

CONTACT DETAILS

Email: [redacted]
Mobile: [redacted]

References available on request
The Department of Public Enterprises  
Private Box X15  
Pretoria  
0028

Dear Sir,

Application for the role of Director General (Ref No DPE/2019/010)

I am an economist with over 12 years of experience working at a senior management level at the National Treasury as well as the Department of Public Enterprises. At the Treasury, my primary focus was managing the fiscal risks arising from state-owned enterprises (SOEs), building up my knowledge of the SOEs and their status, operationally and financially. Similarly, since being seconded to the Department of Public Enterprises as the Acting Chief Specialist for Transport and Defence Enterprises, my responsibility has been to lead the team responsible for supporting the Minister in exercising the shareholder responsibilities for Transnet, South African Airways (SAA), South African Express Airways (SA Express) and Denel. The key focus has been on putting in place robust strategies to turnaround the entities so that they can support government’s objective of growing and transforming the economy and creating jobs. In these roles I was required to communicate and maintain strong and effective relationships with Ministers, Senior Officials from other departments, Board members and Executives at SOEs as well as investors.

At the Department of Public Enterprises, I am currently leading the process for the development of an overarching SOE Act, which is aimed at addressing many of the weaknesses in the architecture for managing SOEs that allowed for the capture of the SOEs and the deterioration in their operational performance and financial sustainability. Since New Zealand introduced the first SOE Act in 1990, more and more countries have been introducing such legislation. This has been accompanied by shift away from the traditional, decentralised model, where SOEs are overseen by the relevant policy ministry, toward a model where SOE oversight is centralised, an approach advocated by the Organisation for Economic Co-operation and Development (OECD). To support better management of SOEs, the OECD has issued guidelines covering aspects like SOE corporate governance, financing, privatisation and anti-corruption.

Since 2014, as a short term expert for the International Monetary Fund (IMF), I have advised a number of the governments in Africa, Middle East and Eastern Europe to align their institutional arrangements for governing SOEs with global best practice and improve the management of the companies so as to mitigate fiscal risk. In addition, at both the National Treasury and Department of Public Enterprises, I have been responsible for providing training to officials from other African countries in this area.
During 2017, I was seconded at Kreditanstalt für Wiederaufbau (KfW), the German development bank. KfW offers financing both in Germany and in developing countries. The projects, in which I was involved, related mainly to the financing of renewable energy projects and hedging of currency risks. This provided me with insight into the priorities and functioning of the European Union Commission as well as the development finance community. I also familiarize by myself with the bank's approach to risk management, which has application to the management of SOEs.

I have Masters degrees in Economics as well as business administration and organisational development. My undergraduate training was in mathematics and mathematical statistics. Whilst based in Washington during early 2018, I collaborated to publish a working paper "Indonesia's Public Wealth: A Balance Sheet Approach to Fiscal Policy Analysis", which examined the impact of SOE performance on the public sector balance sheet, an area that is garnering increased attention internationally. I have been an external examiner at the University of the Witwatersrand; assessing the research undertaken by students from the Masters in Business Administration and Masters of Management in Finance and Investment programs.

The Department of Public Enterprises has a critical role to play in stabilising and repositioning the SOEs so that they can be enablers of growth. Unfortunately, the Department was also one of the victims of state capture. It needs to be rebuilt and the staff reinvigorated. In my experience, the opportunity to be able to contribute to their country and have meaningful impact can be enormously motivating for young and capable people (of which there are many in the Department). If I am appointed to this role, I intend to use by extensive knowledge and experience of the South African SOEs, complemented by my international exposure to the best practices for managing these companies to lead and guide the Department to more effectively fulfill its role.

Yours

[Signature]
having registered with the University of London on a programme under the academic direction of the School of Oriental and African Studies and having passed the approved assessment has this day been admitted by the University of London to the Degree of

MASTER OF SCIENCE

with Distinction
in Finance (Economic Policy)
THE CITY UNIVERSITY
LONDON
THE TAVISTOCK INSTITUTE

THE TAVISTOCK INSTITUTE®

Master of Arts

We hereby certify that

was admitted on the 25th day of February 2009

by resolution of the Senate to the

Master of Arts in Advanced Organisational Consultation

Eliot Aron
Director
The Tavistock Institute
UNIVERSITEIT VAN STELLENBOSCH

Hierbij word verklaar dat aangesien

[Blurred name]

soone net aan al die vereistes soos neergelê in die Wets, Statuut en Reëls van die Universiteit, die graad

HONNEURS BACCALAUREUS IN DIE HANDELSWETENSKAPPE
(HonsBComm)

cum laude
(Wiskunde)

met al die rege en voorregte daarvan verbonden in gelegenheid van 'n kongregasie van die Universiteit in Desember 1997 aan haar verleen is.

[Signature]
RECTOR EN VREEMKANSELIR

[Signature]
DEKAAN

[Signature]
REGISTRATUR

8 Desember 1997
**University of London**

**DIPLOMA SUPPLEMENT**

Transcript of Academic Records

### 4.5 Programme Details

- **Mode of Study:** [Redacted]
- **Student Number:** [Redacted]
- **Date of Registration:** January 2010
- **Qualification:** MSc in Finance (Economic Policy)

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**Awarded:** Master of Science in Finance (Economic Policy) with Distinction.

**Date:** 31 December 2011

**Official Seal:**

[Signature]

**Geoffrey Crossick**

Vice-Chancellor

---

The maximum number of attempts permitted at an examination for any unit is two.

The School of Oriental and African Studies is responsible for the academic delivery of this programme and for the examining of the award.
THE TAVISTOCK INSTITUTE

Name of Student: [Redacted]
Candidate Number: [Redacted]
University: City University London
Qualification: Master of Arts Degree
Teaching Institution: Tavistock Institute
Awarding Institution: City University London
Programme of Study: Advanced Organisational Consultation (AOC 7) 2007 - 2009
Language of Instruction: English

Record of Learning and Achievement:

Units Studied

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Final Mark: Pass

Progress Decision: PASS
Award: City University London Master of Arts Degree
Classification: PASS
Date of Award: May 2009
Date Transcript Issued: 12 October 2009

Institutional Signature: [Redacted]

[Stamp: South African Police Service Station Commander]
**UNIVERSITET VAN STellenBosCH**
UNIVERSITY OF STellenBosCH

**ACADEMIC RECORD**

Student number: [redacted]
Surname: [redacted]
First name: [redacted]
Date of Birth: [redacted]
Type of exemption: FULL EXEMPTION BY MATR.EXEMPTION BOARD

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The above-mentioned student formally satisfied all the requirements for the BComm Honors - Degree Cum Laude as at 5 Dec 1997, and was awarded this degree on 5 Dec 1997.

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Subjects for degree and diploma purposes will be recognized only if the admission requirements have been complied with.

**CERTIFICATE OF CONDUCT**

In accordance with the common statute of the universities chapter V (Art. 177). It is hereby certified that the student was registered at University during the years mentioned above and that this student has been performed satisfactorily. (As for as present students and their parents the date of issuing of this certificate.) The student has kept all alterations of any kind.

Signature: [Redacted]

Date: 11 Feb 2005

Issued
STUDENT RECORDS
STellenBosCH UNIVERSITY

For the Registrar

Nevéle / Enquiries: [Redacted]
Tel.: [Redacted]

Universiteitstasnever * University Offices
Private Bag X1 * Middelburg * 7602 * South Africa / South Africa
Fax / Ref.: [Redacted]
### Statement of Academic Record

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2005  GSB440  RESERCH REPORT  74  2+  QUA

*WILL BE ADMITTED TO THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (FULL-TIME) ON 24 JUNE 2005 WITH DISTINCTION*

The conduct of this student was satisfactory.

See overleaf for an

---

**STATION COMMANDER**

**2019 - 07 - 25**

SAC-P 19

**SOUTH AFRICAN POLICE SERVICE**
**UNIVERSITY OF STELLENBOSCH**

**STATION COMMANDER**

**2019 - 0702 5**

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The above mentioned student formally satisfied all the requirements for the Bachelor of Science (Honors) degree as at 6 Dec 1996, and was awarded this degree on 6 Dec 1996.

---

**UNIVERSITY OF STELLENBOSCH STUDENT RECORDS**

**11 FEB 2005**

**VW/Refr.**

---

**Universiteit Stellenbosch**

**Privat Sok / Private Bag XI, Matieland, South Africa**

**www.sun.ac.za**
Table of Contents

1. Panel recommendation / overall interview sheet

2. Advert for the Director-General's Post

3. Suitable candidates list and CVs

   - Mr
   - Ms
   - Mr
   - Mr

4. List of all applications
CURRICULUM VITAE

PERSONAL INFORMATION

Title:
Preferred Name:
Residential address:

Postal address:
PO Box 1804
Witkoppie
Fourways
2068

Contact numbers:
E-mail:
ID Number:
Drivers License:

SUMMARY OF QUALIFICATIONS

CA(SA)
MBA
BCom Honors (Accounting) (University of Natal)
BCom (Accounting) (Rhodes University)

CURRENT BOARD POSITIONS

Bigen Africa (Pty) Limited – Non-executive board member, Chairperson of the Social and Ethics Committee, Member of the Audit Committee and Remuneration Committee.
PREVIOUS BOARD POSITIONS

Tessara (Pty) Limited – Non-executive board member, Chairperson of the Social and Ethics Committee, Member of the Audit Committee.

EDUCATIONAL DETAILS

SECONDARY EDUCATION:

Kokstad College, KwaZulu Natal

Subjects:
English Main Language HG - B
Afrikaans Tweede Taal HG - A
Xhosa Third Language HG - B
Mathematics SG - A
Accounting HG - A
Biology HG - C
Home Economics HG - B

School Activities & Achievements:
Head Girl
2nd team Hockey
Dux student
TERTIARY EDUCATION:
Institution: Rhodes University
Degree Obtained: Bachelor of Commerce (Accounting)
Period at University: 1999-2002
Date of Completion: 2002

2. Undergraduate Subjects taken:
1999 Academic Year: Accounting 1
Economics 1
Commercial Law 1
Computer Science 101
Statistics 1D
Maths 1D
Psychology 1

2000 Academic Year: Accounting 2
Economics 2
Information Systems 2
Commercial Law 2

2001 Academic Year: Accounting 3
Management Accounting 1
Auditing 1
Taxation 1
Professional Communication

POSTGRADUATE STUDIES:
Institution: University of Natal
Degree Obtained: Bachelor of Commerce (Accounting)
Degree Obtained: 2003
Period at University: 2003
Date of Completion: 2003

3. Postgraduate Subjects taken:
Accounting 4
Management Accounting 4
Auditing 4
Taxation 4
Part 1 and Part 2 of the PQE
POSTGRADUATE STUDIES:
Institution: Gordon Institute of Business Science (GIBS)
Degree Obtained: Masters in Business Administration (MBA)
Degree Obtained: 2016
Period at University: 2015-2016
Date of Completion: 2016
Thesis topic: CSR as a sustainable means of funding the higher education gap in South Africa.

INTERESTS

Travelling
Reading – I am a keen reader and a member of a book club I started

COMPUTER LITERACY

Microsoft Excel- Advanced
Microsoft Word- Advanced
Microsoft PowerPoint - Advanced
EMPLOYMENT HISTORY

NAME OF ORGANISATION: Lonrho Group
POSITION HELD: Investments Manager
DATES OF SERVICE: August 2016 to date

4. Main Responsibilities:
   - Origination of potential transactions for the Group across key geographies in the continent
   - Assessment of the potential investments, preparing investment committee papers and presenting these to the Investment Committee
   - Preparing investment papers for presentation to the Group board
   - Performing and managing the due-diligence process
   - Building financial models and performing valuations of existing investments
   - Managing of current investments on an on-going basis and monthly analysis of the investments
   - Monitoring and development of junior team members

   - Assisting in the formulation of strategies for investee companies
NAME OF ORGANISATION: Pan-African Private Equity
POSITION HELD: Senior Associate
DATES OF SERVICE: October 2012 to July 2016

5. Main Responsibilities:
   - Assessment of the potential investments, preparing investment committee papers and presenting these to the investment committee
   - Performing and managing the due-diligence process
   - Building financial models
   - Performing the quarterly valuations of the portfolio and presenting the finding to the Investment Committee
   - Managing of current investments on an on-going basis and monthly analysis of the investments
   - Attending Exco meetings and performing quarterly valuations of the portfolio companies
   - Assisting the investee companies with their BEE strategies as well as their Human Resource strategies
   - Representing the company on the Board of Directors as well as chairing Social and Ethics Committees
   - Managing the back-office team

6. Courses Attended:
   IcO's Directorship courses
   Mervyn King's King III Update
   Doing Business in Africa
   Business Ethics
   Deloitte's M&A in Africa course
7. **Main Responsibilities:**

- Building financial models
- Performing the quarterly valuations of the portfolio and presenting the finding to the Investment Committee
- Managing of current investments on an on-going basis and monthly analysis of the investments
- Attending Exco meetings and performing quarterly valuations of the portfolio companies
- Assessing the implications of the new Companies Act on existing investments
- Researching and assessing the possible impact of the proposed Carbon Emissions Tax on the Investments portfolio
- Assisting in an exit process for one of the investments we held. This included assisting in drafting the Information Memorandum, evaluating the offers received, assisting in the legal process
- Involved in assessing one of the bank's divisions for performance and a potential disposal, building the financial model for the project and managing the project
- Involved in the analysis of a property portfolio with a view to providing an opinion on its value
- Identifying exit strategies for investments held and initiating meetings with potential acquirers
- Presenting to Absa investment committees
- Reviewing credit reviews completed on debt instruments
- Performing ad-hoc research projects
- Reviewing investments to SME's in order to determine their impairment profile
- Working with the Corporate Communications Team in drafting deal communications, holding statement and SENS announcements
- Review of information for the purposes of a data-room compilation
- Project management: Managing different work streams and ensuring that deadlines are met and that all work streams deliver on the required outputs.

8. **Courses Attended:**

- Euromoney Financial Modelling Course
- Basel III Introduction
- Companies Act training
- Competition Commission update
9. Main Responsibilities:
   • Performing due diligence procedures as part of a team on clients
   • Analysis of possible investments and presenting, to the rest of the team, whether an investment should be made or not.
   • Assisting in performing valuation procedures
   • Managing of current investments on an on-going basis and monthly analysis of the investments
   • Attending Exco meetings and assisting in finding solutions to problems encountered by the companies,
   • Assisting investee companies with achievement of BEE scorecards
   • Reports to investors on the investments’ performance
   • Managing relationships with investee companies
   • Assisting in an exit process for one of the investments we held. This included assisting in drafting the Information Memorandum, evaluating the offers received, assisting in the legal process

10. Courses Attended:
SAVCA Private Equity Foundation Programme

NAME OF ORGANISATION: Deloitte & Touche, Johannesburg
POSITION HELD: Corporate Finance Consultant
DATES OF SERVICE: May 2007 to December 2007

11. Main Responsibilities:
   • Performing due diligence procedures as part of a team on clients
   • Assisting in performing valuation procedures
   • Assisting in drafting of information memorandums
   • Performing fair and reasonableness opinions for clients

12. Main Clients:
   NHFC
   Eskom
   Servest

13. Courses Attended:
   Valuations Training
   Advanced auditing
   Managing audit teams
Sarbanes Oxley training

NAME OF ORGANISATION: Deloitte & Touche, Scotland
POSITION HELD: Trainee accountant
DATES OF SERVICE: January 2007 to April 2007

14. Main Responsibilities:
- Performing audit work, managing small audit teams, and compiling audit reports.
- Performing Sarbanes Oxley Work

15. Main Clients:
Baker Oil Tools Ltd
Viking Moorings (Pty) Ltd

NAME OF ORGANISATION: Deloitte & Touche, Durban
POSITION HELD: Trainee accountant
DATES OF SERVICE: 2004 to 2006

16. Main Responsibilities:
- Performing audit work, managing small audit teams, and compiling audit reports.
- Performing Sarbanes Oxley Work

17. Main Clients:
1. Toyota South Africa Manufacturing
2. Edward Snell & Company (Pty) Ltd
3. Sappi Salcor
4. Grindrod Management Services
5. Multichoice Africa
CURRICULUM VITAE

PERSONAL DETAILS
First Name
Other Name
Surname
Date of Birth
Marital Status
Residential Address
Postal Address
Telephone nos
Email Address

EDUCATIONAL DETAILS
Matriculation: Obtained exemption in 1973 through Lyceum Correspondence College
Degree: B com (Acc) in 1977 from Fort Hare University
Certificates (Post Grad): CTA 1982 from University of Port Elizabeth
Advanced Tax Certificate 1999 from UNISA
Management Dev: Attended Senior Executive Programme offered by Wits and Harvard Business School during 1999 and 2000
Professional: Passed final qualifying examinations set by and PAAB [Predecessor to IRBA] and
registered as a member of SA Institute of Chartered Accountants in 1983

Membership of Boards and Audit Committee

1 Oct 2017 to June 2018 - Served as an independent member of SA Institute of Chartered Accountants (SAICA) Audit and Risk Committee. Had to resign membership on account of appointment to the board of the Independent Regulatory Board of Auditors (IRBA) in May 2018 which body regulates SAICA since such continued membership could be seen as affecting my independence on IRBA board with respect to matters relating to SAICA.

15 May 2018 to date - Member of the Independent Regulatory Board of Auditors (IRBA) board of directors

EMPLOYMENT HISTORY

1978 to 1982 : Served articles of clerkship with Deloittes in Port Elizabeth

1983 to April 1984 : Worked as Management trainee with Goodyear Tyre and Rubber Company in Port Elizabeth, and in the main worked in the accounting/finance department

May 1984 to April 1985: Audit Manager at Hoek & Wiehahn (since merged with PriceWaterhouseCoopers)

May 1985 to March 1996: Worked at Transkei Dev Corporation and Ciskei Peoples Bank, the predecessors to the Eastern Cape Development Agency (ECDA). I initially started as manager Accounting
Department and became, at different times, financial manager of each entity. The final position was being Financial Manager of ECDA.

April 1996 to date: Bank Supervision Department of the S A Reserve Bank

April 1996 to May 1999: During this period I held the position of Senior Manager and initially was involved with research on banking supervisory/risk management issues and analysis and understanding of banking sector trends and at end was managing analysts, as part of the relationship team responsible for continuous monitoring and supervision of 25 percent of South African banks.

June 1999 to Dec 2003: I held the position of Assistant General Manager- On Site Supervision, having been initially tasked with research and set up of the said function and thereafter heading the On-Site Supervision being responsible for the overall conduct of risk management reviews, which in the main focused on assessment of credit risk management processes, including asset quality, at banks. The team however also conducted reviews pertaining to corporate governance and AML know your client reviews.

2004 to March 2006: My title was changed to Head Analysis Department and my responsibility was broadened to include heading the
relationship team responsible for the overall supervision [which in the main focused on the assessment and ongoing monitoring of the overall soundness of the risk management frameworks, governance structures and fitness and properness of persons appointed to boards of directors and executive officer positions, including risk functions] in respect of half of the banks while retaining the responsibility for the On-Site supervision [which was renamed Review Team]. In addition hereto I assumed responsibility for the Consolidated Supervision function which, at the time, still had to be operationalised in terms of ongoing interactions and discussions of group structures et cetera, with banks. During this period I represented the department on one of the Joint Forum sub committees.

2006 to August 2013: I was appointed as Deputy Registrar of Banks, being one out of three people so appointed, on 1 April 2006. My primary responsibility in supervising banks (one half of SA registered banks from 2006 to 2008 and the other half from 2009 to 2013) involved ongoing assessments of the effectiveness of corporate governance structures in banks. This involved meetings with bank Audit Committee committees, Boards of directors, Internal and external auditors and heads of risk management.
function and compliance functions. During my tenure in this position I have at some stage, that is between January 2008 to October 2011, also, in addition to my existing responsibilities, assumed responsibility for the overall roll out and implementation of the Capital Management and Public disclosure facets of the Basel 2 capital framework [also referred to as the Basel capital framework pillars 2 and 3]. With regard to the Review Team Function, it was expanded by creation of two extra teams charged with the roll out and discharge of Anti Money Laundering/Combating the Financing of Terrorism reviews. I have, over this period as Deputy Registrar of Banks, had the opportunity to supervise almost all of the S A registered banks, including local branches of foreign banking institutions. I have thus, over bulk of my period of employment with the S A Reserve Bank, been responsible for the ongoing assessments of the adequacy and effectiveness of enterprise wide risk management frameworks (part of corporate governance) employed by banking institutions and groups. This assessment also constitutes a core part of the assessments of the adequacy of the internal capital adequacy assessment processes (icaaps) undertaken at banking institutions.
Following retirement from the S A Reserve Bank, and after a three month cooling off period, I entered into an employment contract, holding the position of Chief Risk Officer, with uBank Limited, a bank registered in terms of Banks Act no 94 of 1990 and providing financial services to the low end of the market. In this position I am accountable for development and implementation of the overall enterprise-wide risk management framework, the implementation of risk mitigating factors, developing policies, procedures and systems required to create an effective risk culture throughout the organisation. This includes policy development and risk management assessment, oversight and reporting. I am also responsible for the Forensic investigations department, and the Banks Credit department which includes, credit underwriting, loan management, collections operations and credit analytics function. I chair the bank’s Enterprise Risk Committee and Credit Committee and report to the CEO. I attend and present reports to the Board Risk and Capital Management Committee, Board Audit Committee and the Board of Directors.
An experienced executive and non-executive director (20 years) serving in organisations that require strategic redirection and governance alignment in the public and private sector.

Vast governance experience, which include chairing of organisations in the public and private sector (6 years public sector and 4 years private sector) and has served as chairperson of board committees (Audit and Risk and Human Resources) for 20 years. Has worked with different institutional legal vehicles (Specific legislation, Companies Act, Trusts).

Substantial understanding of and experience in good corporate governance practices, corporate strategy, shareholder management models, enterprise wide risk management, regulatory compliance, financial reporting and analysis, human resource strategies and performance management. Over 20 years experience in and sound knowledge of infrastructure development and funding on executive and non-executive level (TCTA, Johannesburg Water, ACSA,) repositioning, restructuring and turnaround of businesses (private and public sector – TCTA, Denel, NMI Group). Work in SADC countries includes Botswana, Lesotho, Mozambique, Namibia and Swaziland.

Work as Independent Consultant in governance, water, financial, funding and institutional arrangements and institutional transformation related areas. Work included:
- **ASISA** (Association for Savings and Investment South Africa) to promote investment in infrastructure 2016 – Current;
- **New Development Bank** (BRICS) in 2016 on RSA Public Procurement System;
- **Presidential Infrastructure Co-ordinating Commission (PICC)** (2012 – 2014) - a 20 months employment as Specialist on the PICC Technical Task Team that focus on the co-ordination, alignment and fast tracking of RSA’s R 4 trillion National Infrastructure Plan (focus areas Strategic Integrated Projects Business plans, Skills Development, Innovative Building Technology, Localisation).
- In 2008 and 2009 project managed RSA bid to host the 2012 World Water Forum in RSA - an international event that takes place every 3 years.

Made various presentations and was a panel member for conferences relating to financing and development of infrastructure on local and international level. Attended World Bank / IMF Annual meetings since 2002 to 2008. Attended and participated in annual World Economic Forum Africa meetings since 2003 to 2008. 2018 facilitated the water infrastructure break away session at the recent SA Investment Conference.

Made various presentations and was a panel member for conferences relating to financing and development of infrastructure on local and international level. Attended World Bank / IMF Annual meetings since 2002 to 2008. Attended and participated in annual World Economic Forum Africa meetings since 2003 to 2008.

Marti was a recipient of the inaugural Woman in Water Award in 2002 and nominated for BWa Business Woman of the year in 2006.

**Sectors:**
- Executive level: Capital Markets, Project Finance, Infrastructure Development

<table>
<thead>
<tr>
<th>CURRENT NON-EXECUTIVE APPOINTMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Bank of Southern Africa:</strong> 1 Jan 2016 – 31 Dec 2018 and 1 April 2019 to current:</td>
</tr>
<tr>
<td>Non Executive Director on Board, Member of Audit and Risk Committee, Member of Board Credit and Investment Committee and Board Infrastructure and Knowledge Management Committee</td>
</tr>
</tbody>
</table>

**DBSA is a regional development funding institution playing an instrumental role in unlocking development by funding economic and socio economic infrastructure, providing project preparation and assessment services and managing third party development funds.**
<table>
<thead>
<tr>
<th>Position/Company</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eton Ltd - appointed Nov 2018 - current</td>
<td>A diversified digital technology company listed on Alt X.</td>
</tr>
<tr>
<td>Independent Regulatory Board for Auditors (IRBA) - appointed 10 May 2017 - current:</td>
<td>IRBA is the regulator of Registered Auditors in South Africa</td>
</tr>
<tr>
<td>Sephaku Holdings Ltd - appointed at AGM 22 September 2016 - current:</td>
<td>A company listed on the JSE building materials sector.</td>
</tr>
<tr>
<td>Ashburton Investments: Oct 2016 - current:</td>
<td>Ashburton Investments is multi asset manager.</td>
</tr>
<tr>
<td>First Rand Bank Ltd: 2011 - current:</td>
<td>The credit committee review and approve facilities for the bank’s products/brands above delegated mandates and have oversight over delegated credit committee approvals.</td>
</tr>
<tr>
<td>PREVIOUS NON-EXECUTIVE POSITIONS</td>
<td></td>
</tr>
<tr>
<td>Denel Soc: 2010-2015</td>
<td>Denel is a SOE in the defense and aerospace industry and have been on a turn round path since 2010. The performance for the last 4 years indicated a continual improvement and as such liquidity and solvency risks and was managed with a concerted effort to grow the top line whilst eliminating unnecessary costs. Denel posted in 2014 its 4 th consecutive year of profits and increased the order book for the next 10 years to R31bn. The turn around continues. Through this period consistent performance and transparency ensured unwavered shareholder support.</td>
</tr>
<tr>
<td>Johannesburg Water (Pty) Limited:</td>
<td>The municipal water utility (MOW) is responsible for delivering water and sanitation services to the 4.5 million people living in the City of Johannesburg via a network of 11 000km of pipelines to deliver reticulated water, 10 000 km of pipelines to collect waste water, operate 100 reservoirs and water towers and operate 6 waste water treatment plants. Annual turnover of R 5 billion and staff of 2 600. When created, the entity was not sustainable and various interventions was undertaken, including but not limited to integration of 13 departments of 7 municipalities into a single entity, organisational development, infrastructure development, tariff and addressing operational and service delivery performance. During the 1 th 5 years a private sector management contract was entered into – a unique feature was the reducing expat skills and increasing local skills structure that speaks to local efficiency.</td>
</tr>
<tr>
<td>Headstream Water Holdings (Pty) Ltd: 2009 - 2016</td>
<td>A startup company with the exclusive rights in Sub Saharan Africa to sell Hybacs wastewater treatment technology, which was developed in Korea and commercialized by Blue Water Bio in the UK. Headstream Holdings acquired SAME (42%) in 2016. Projects rolled out mainly in local government and water board sector.</td>
</tr>
</tbody>
</table>
**NMI Group of Companies and Trust (FMCG sector)**
2009 – 2013 (Director and Trustee)
Chair Group Agri Business EXCO,
Chair Group Audit & Risk Committee (2009 – 2012)
Chair Group Marketing Committee,

NMI is a group of private companies operating in Agri-processing business and FMCG industry (milling, production, distribution and selling of staple food and animal food and startup production of broilers) in 5 SADC countries. The annual turnover is R 3.5 billion with a staff compliment of 3 000. The Namibia operations contributes R 1.5 billion to the group’s turnover and employs 1 400 people. Two greenfields projects were embarked upon during my term, a new feeds plant dedicated to manufacturing of mongastra animal feed and establishment of a broiler industry (farming, abattoir and distribution network). The work involved also various engagements with political stakeholders (President level) and Trade and industry officials.

**Airports Company of SA Soc (ACSA)**
2010 – 2012: Director, Chaired Audit & Risk Committee,
Chaired Treasury & Regulatory Committee, Member of Social and Ethics Committee;
2006 -2008: Specialist member of Audit and Risk Committee and Treasury & Regulatory Committee

ACSA have embarked on an extensive capital upgrade phase since 2006 and with that the challenges for the roll out of such an ambitious programme (incl. funding, risk management, regulatory framework and approvals). During the period ACSA also successfully tendered (with a Brazilian partner) for the concession to management lease of three major international airports.

**Bond Exchange of South Africa (BESA)**
2000 – 2003: Executive Committee Member
2003 – 2007: Governing Committee Member
2007-2009: Director
Member of Audit and Risk Committee, Market Regulation Committee, Strategy Committee, Remuneration Committee

BESA was in 2000 still a mutual association of bond market participants (issuers, traders). After extensive consultation its was transformed and corporatised in 2003 and demutualised in December 2007. The JSE offer, for all the shares, were taken up by the shareholders and ownership transferred to the JSE with effect in June 2009, and from that date the independent non executive board ceased to exist.

**AH Vest Limited (previously All Joy Foods):**
2008 – 2009: Non Executive Director and Chairman of Audit Committee

Manufacturer and distributor of food products. Joined the Board when African Harvest Investments bought the majority shareholding. Company is Alt-X listed.

### Previous Executive Positions

| Trans Caledon Tunnel Authority (TCTA) 1994 – 2008 |
| CEO 1998 to 2008 |
| CFO 1994 to 1998 |

**Financial dimensions (2008):**
- Revenue R 2,500 billion;
- Assets R 23 billion;
- Debt book of R 25 billion

Repositioned TCTA after completion of the engineering works on Phase 1A (Katse Dam) as RSA Government Bulk Raw Water Supply Developer and Liability Manager. This included extensive consultation and agreement with local and international government structures and political leadership. RSA Cabinet approved TCTA’s revised Notice of Establishment in 2000. This was preceded by changes in the Intergovernmental Protocols with Lesotho.

Managed the development and implementation of mega water supply related infrastructure. Develop the project pipeline for projects after Lesotho Highlands Water Project (phase 1), Barg Water Project, Vaal Pipe line Project, Mooi Umgemii (Spring Grove Dam) Project, Olifants River Augmentation Project (MCWAP). Actively raised funding in the local and offshore capital markets, development funding agencies and export credit facilities. Was instrumental in the development of the local bond market, auction based funding mechanisms and inflation linked bonds. Annual funding needs varied from R 4 billion to R 5 billion. Structured institutional and financing arrangements to achieve co-operative governance and lowest possible funding rates. Developed sustainable long term water tariff models.

Actively managed stakeholder and shareholder relationships in political public and private sector.
Prior to 1994:

Lectured at postgraduate level at UNISA – B Compt Hons in Advanced Taxation and Applied Auditing (1988-1991)
Deloitte – Audit Senior (1985-1987)
Completion of articles (1980) at Viljoen Louw Bartel – now part of KPMG
Executive Summary

Investments, transaction and entrepreneurial experience, over 16 years’ experience
- Co-founded and exited a BEE investment holding company that undertook investments in the financial services and information technology sectors (2005-2007). Former shareholder and Executive Director.
- Shareholder and inaugural director of African Women Chartered Accountants Investments Holdings, an ESG company that has around 55 African women shareholders and distributes a portion of profits to an association that develops African women chartered accountants (2008 to date).
  - Fund raising for SPAC and Private Equity fund (2017 to 2020)

Extensive board experience
- Former boards in South Africa include: Land Bank, Land Bank Insurance Company (Chairperson of Investment & Actuarial Committee), Senwes (one of largest agri businesses), Cell C (Chairperson of Audit Committee), Adcorp
- Present boards:
  - EOH, JSE listed and largest African technology company. In addition, former EOH interim Chairperson (March to June 2019). Chairperson of Risk & Governance committee.
  - Chairperson of Sybrin (EOH subsidiary, the largest fintech company serving blue chip financial services clients across Africa)
  - ETG Input Holdings, Dubai headquartered and largest African fertilizer distributor with operations in 46 countries including 29 African countries. Chairperson of Audit committee.

Africa experience
- Between 2014 and 2016 former Head of Business Engagement Africa, World Economic Forum based in Switzerland.
  - Oversight for some 66 leading African companies that are members of the Forum. Relationships with founders, CEO and other executives.
  - Determining strategy for the Forum regarding its African members and ensuring engagement of corporate members in the initiatives of the Forum.
  - Business development. Grew African membership base by 26% from 52 to 66. Increased geographic penetration, with Nigerian membership increasing by 20%, East African membership increasing 75% and South African membership increasing by 16%.
  - Access to unique and strategic global and regional insights from the Forum events.
- Travalled to 22 African countries

Technology and Innovation exposure
- Digital Economy working group member of BRICS (Brazil, Russia, India, China and South Africa) Business Council
- Speaker and judge for Black Management Forum innovation and invention prototype program for tech start-ups (2018 and 2019)
- Published several technology investing articles
- Visit to VC’s and technology start-ups in Tel Aviv (2019) and San Francisco (2016, 2018, 2019)

Other
- International work and study experience living on three continents (Africa, US and Europe), travelled to 70 countries.
- Chartered Accountant (South Africa), Masters in Public Administration (Harvard, JFK School of Government, US)
- Honoured by the World Economic Forum as a Young Global Leader in 2013
Education

HARVARD UNIVERSITY, John F. Kennedy School of Government
Mid-Career Masters in Public Administration, (June 2011 - May 2012)
Fellow, Edward S. Mason Program (Fellows are from developing countries and are exposed to the ideas and strategies of leading practitioners in economic, political, and social development).
Fellow, Harvard South African Scholarship Program (awarded scholarship for studies)
- Coursework: Negotiation; Persuasion: The Science and Art of Effective Influence; Politics and Ethics of Statecraft; Why are so many countries Poor, Volatile and Unequal?; Political Economy After the Crisis; Global Food Politics and Policy; Management, Finance and Regulation of Public Infrastructure; Venture Capital and Private Equity
- Co-founded a Food and Agriculture interest group with Professor Calestous Juma
- Moderator for Panel “Realizing the Promise and Potential of African Agriculture” at Harvard Africa Development Conference
- Successfully lead advocacy for a new course at Harvard: Entrepreneurship in Africa

UNIVERSITY OF THE WITWATERSRAND
Awarded scholarship by Anglo American plc
Bachelor of Accountancy
Placed 12th for Auditing IV out of class of 191
Jan 1995 to Dec 1995
Bachelor of Commerce
Jan 1991 to Dec 1994
Awarded Certificate of Merit for Marketing
Selected to tutor Financial Accounting and Statistics

CHRIS J BOTHA SENIOR SECONDARY
For final year of high school placed second in the former Transvaal out of some 4000 House of Representative candidates
West Rand, Johannesburg
1990

SOUTH AFRICAN INSTITUTE OF CHARTERED ACCOUNTANTS (SAICA)
Completed three year articles at KPMG
Passed Public Accountants and Auditors’ national board examination
Dec 1998
Mar 1997

COURSES COMPLETED
Young High Potential Managers Program, INSEAD
3-8 Dec 2000
Foundation Program for Practitioners in Venture Capital and Private Equity, South African Venture Capital and Private Equity Association and WBS
7-9 May 2003
Building National Competitiveness, Harvard Business School & GIBS
22-27 July 2007
Leadership and Resilience, Stanford, US
24-28 Jul 2016
Leadership, Policy Innovation, Geo-Politics in Asia Pacific, Lee Kuan Yew School of Public Policy, National University of Singapore
20-23 Nov 2017
27 Feb-9 Mar 2018

MEMBERSHIP
African Woman Chartered Accountants
South African Institute of Chartered Accountants
Private companies

- Inaugural member of board of directors and shareholder of the African Women Chartered Accountants Investment Holdings ("AIF"), Jan 2008 to date.
- Atos Origin (South Africa). Atos Origin is a global French domiciled information technology company. AIF is a shareholder of Atos Origin (South Africa), Sep 2010 to 27 June 2011.
- Non-executive board member of Senwes, one of the largest South African agri-businesses, Mar 2008 – 17 June 2011.
  - Audit committee: 14 March 2008 to 17 June 2011
  - Risk committee: 21 August 2008 to 17 June 2011
- Member of the Investment Committee of Identity Development Fund, Mar 2008 – 18 June 2011. IDF is an impact investment fund that invests in Black women, youth-owned businesses and in small businesses in rural areas.
- Non-executive board member of Cell C, 31 October 2013 to 15 August 2017
  - Chairperson of the Audit committee: December 2013 to 15 August 2017
- Non-executive board member of Adcor (listed on JSE), 1 January 2017 to 20 July 2018
  - Member of Audit & Risk Committee, 1 January 2017
  - Member of the Investment Committee, 11 July 2017
- Non-executive board member of GIG Input Holdings, 2 November 2017 to date
  - Chairperson of the Audit Committee, 2 November 2017
- Non-executive board member of EOH (listed on JSE), 1 July 2018 to date
  - Interim board Chairperson, 22 March 2019 to 2 June 2019
  - Chairperson of Risk and Governance Committee, 1 July 2018
  - Member of the Audit Committee, 1 July 2018
- Non-executive Chairperson of Sybrin (EOH subsidiary, fintech company), 21 November 2019

State Owned entities

- Non-executive board member of Land Bank, 5 March 2008 – 30 June 2011
  - Board Operations Committee: 1 April 2008 – 18 July 2008, this sub-committee was established as an interim measure when board members became more operationally involved in the affairs of the bank following a high level of vacancies at a senior management level.
  - Audit Committee: 17 March 2008 – 30 June 2011
- Non-executive board member of Land Bank Insurance Company (a subsidiary of Lank Bank and an agriculture insurance company), 7 July 2008 – 30 June 2011
  - Chairperson of the LBIC Investment and Actuarial Committee with investments under management of R900m. by 16 Nov 2009 – 30 June 2011
- Non-executive board member of Intesite Asset Investments SOC, a subsidiary of PRASA that is responsible for property and asset development of the national railway group, 25 Jan 2010 – 18 June 2011, re-appointed 1 Jun 2013 to 28 Feb 2014.
  - Audit and Risk Committee: 12 Mar 2010-18 June 2011, re-appointed 1 July 2013
  - Finance, Capital, Investment and Procurement Committee: 19 May 2010 – 18 June 2011
- Chairperson of the Audit Committee of the Department of Environmental Affairs. Department has an annual budget of some R2.846m, Oct 2010 – 31 May 2011.
- Member of the Audit Committee of the Marine Living Resources Fund (Department of Agriculture, Forestry and Fisheries) 6 December 2006 to 27 May 2011.
- Member of the Audit Committee of Johannesburg Development Agency (City of Johannesburg), January 2007 to 22 July 2011.

NGO

- Young Global Leader (World Economic Forum) Advisory Group, January 2014 to date
- Board member of Harvard Alumni Association South Africa, 24 January 2018 to date
- BRICS Business Council SA chapter – member of Digital economy working group, Oct 2019 to date.
2008 to date

AWCA Investment Holdings (women’s ESG investment holding company)
Founding board member
- Deal origination
- Oversight for deal implementation
- Fund raising

1 Jan 2014 to 31 Dec 2016

WORLD ECONOMIC FORUM
Head of Africa Business
Geneva, Switzerland
- Oversight for some 66 leading African companies that are members of the Forum and ensuring engagement in the initiatives of the Forum as tailored to the corporate’s interest
- Determining strategy for the Forum regarding its African members
- Business development. Grew African membership base by 26% from 52 to 66. Increased geographic penetration, with Nigerian membership increasing by 20%, East African membership increasing 75% and South African membership increasing by 16%.
- Access to unique and strategic global and regional insights from the Forum event

2007 to May 2013

FOUNDER: HARVESTFIELD
Director
- Advised a US technology firm on its expansion plans to South Africa.
- Co-advised an investment company in its exit from one of the top two South African private equity firms
- Designed an investment methodology for an incentive program of R4.8bn over 6 years of the Department of Trade and Industry (“DTI”).
- Through AVP, advised Africa Development Bank on setting up an agriculture fund-of-fund and technical assistance facility
- Part of the Presidential South African delegation to China, 24-26 August 2010; in addition, participant in the agricultural programs in Shanghai hosted by the SA DTI

2005-2007

CO-FOUNDER: URANUS INVESTMENT HOLDINGS
Director and Shareholder (with 3 other shareholders)
Johannesburg, South Africa
- Involved in all aspects of business including fund raising, deal origination, negotiation and implementation.
- Investments made during tenure: ICAP (local operation of a leading global UK based inter-dealer broker) and Knowledge Integration Dynamics, an information technology company.

2002-2005

BRAINT
Johannesburg, South Africa
Deal Executive (Braith is one of the two largest private equity firms in South Africa)
- Involved in various aspects of private equity including deal evaluation, management of portfolio companies and investment disposals.
- Experience gained across a spectrum of industries including manufacturing, technology, retail, resources, tourism, healthcare, financial services, automotive, media, agriculture and forestry
- Managed Braith’s investment in a technology company and a health retail company.

1999-2001

ANGLO AMERICAN PLC
Corporate Finance Analyst
Johannesburg, South Africa
- Analysed, structured and executed corporate finance transactions in the property, media & telecommunications, agriculture, industrial and resource sectors.
KPMG

Corporate Finance Manager
- Managed teams performing due diligence studies on target companies in the financial services, retail, mining and manufacturing sectors on behalf of potential acquirers.
- Valued target companies in light of findings of due diligence studies and compiled accountants’ reports in accordance with Stock Exchange regulations.

Senior Accountant, Auditing
- Key tasks included work planning, managing execution, communicating results and recommendations to the client company and following up on the implementation of recommendations.

Publications

Additional Information
- Attained from Trinity College London: Grade 7 certificate Individual Acting skills (2005), Grade 8 certificate Speech and Drama (2007), Associate Diploma in Performing - ATCL Performing Speech and Drama (2010)
- Created the Farmer Joe and Friends brand (2009) aimed at educating children about farming and the environment. Authored and published two children's books in the Farmer Joe and Friends series and exhibitor at the 2010 London Book Fair
- Language learning and cultural program with Ecole France Langue, Paris, France April 1999
Head of the School of Accountancy, Wits University.

Is the first black female Associate Professor in Auditing. Nirupa completed the qualifying Board examination in 1996 and is a qualified CA (SA).

EXPERIENCE

After completing her articles at PwC she joined Wits to commence a successful academic career. Over her twelve years at Wits, she has made her mark at the School through her teaching of prospective CA’s and her later instrumental influence on Post-Graduate studies in the School after completing her Masters of Commerce. Padia has represented the school on various university platforms as well as in the profession. In 2013, Minister of Finance PravinGordhan appointed Padia to the Tax Review Committee chaired by Judge Dennis Davis, which is now known as the Davis Tax Committee (DTC).

EDUCATION

- CA (SA)
- B. Com (1985) – Wits University
- B. Acc (1995)
- M. Comm

OTHER APPOINTMENTS

Padia remains a member of the Davis Tax Committee and is an academic representative on the Auditing Guidance committee of SAICA as well as on the board of the PwC Business School.
Non-Executive Director

My Profile

I matriculated in 1974, obtained my two university degrees from Unisa and qualified as a chartered accountant. I had an extensive client (industry) portfolio at Coopers & Lybrand.

I do have a comprehensive knowledge of the financial services industry in South Africa.

I retired in 2015 and my restraint of trade with MMI Holdings terminated in December 2016.

Prior to my retirement, I served as the Group Finance Director of MMI Holdings (Metropolitan) for 16 years. I am currently a non-executive director of Santam Limited.

Experience

Various 1975 - 1980

My parents could not afford to send me to university fulltime and I obtained my tertiary education by way of correspondence at Unisa. It was also extremely difficult for a person of colour to secure a position that will allow one to serve your articles of clerkship, especially in the Eastern Cape. Not having a formal tertiary qualification at the time was a further impediment in this regard.

Whilst studying at Unisa, I taught at Gelvandale Senior Secondary School for 30 months as an unqualified teacher. I then joined an accounting practice in Port Elizabeth. Cohen Morris (now Mazars) was a large bookkeeping practice (at the time) and auditing experience was non-existent. I worked at Cohen Morris for about 30 months until I was offered articles of clerkship by Coopers & Lybrand (the now PricewaterhouseCoopers).

I was the first person of colour to qualify as a chartered accountant in the Eastern Cape.
Non-Executive Director

Experience continued

Coopers & Lybrand
1980 - 1990

I joined Coopers & Lybrand as an articled clerk and progressed through the ranks until I became an Audit Partner. I was based in Port Elizabeth until February 1988 and thereafter as a partner in the Cape Town office. I was fortunate enough to be selected to specialise in Computer Auditing, for which I was seconded to the London office.

I had quite a diverse client portfolio as senior audit manager, audit partner and computer specialist. Some of my clients - Trustbou, Cape of Goodhope Bank, Guardian National, Hella, Group Five, Savage & Lovemore Civils, Unilever, Ford, East Cape Co-op, EP Building Society, Cadbury and Pepkor.

I exited the practice with the merger of Coopers & Lybrand and Theron du Toit. I am still of the opinion that it was the best merger at the time. The exit was purely for me to gain some commercial experience outside of an accounting practice.

Pepkor Group
1990 - 1993

I joined Pepkor, a client of mine at Coopers, as the Head of Special Projects for the Group. I was tasked with the acquisition of businesses in the United Kingdom for Pep Stores. I also assisted with the establishment of 'Your More Stores' (Pep in the UK) during 1991. I was based in London, but often commuted between SA and the UK.

On my return to Pepkor South Africa, I was appointed as the Finance Director of the Export Division, a position that I held until I left the Group. As FD of the Export Division, I was responsible for all financial matters, financial statement production, systems, debtors and collections, budget compilation and control, overall financial management. I reported to the Managing Director and had a dotted line responsibility (in terms of reporting) to the Group Finance Director.

I left Pep as I did not see a future in Retail and was always keen to be involved with Financial Services.
Non-Executive Director

Experience continued

Old Mutual South Africa
1993 - 1994

I joined Old Mutual as the Head of Internal Audit for the Employee Benefits Division. We were a relatively small team (30 staff members) responsible for the audit of the division. I was responsible was 'running' the Internal Audit department, strategy development and implementation.

Soon after joining OM Employee Benefits I was requested to take over and manage the entire Internal Audit function of the Group. I accepted and was promoted - Group Internal Audit Executive.

I had to amalgamate the various Internal Audit functions, strategy development and implementation, etc.

Seagram South Africa
1994 - 1998

Post 1994 foreign companies returned to our shores. Seagram was no exception to the norm at the time having marketed their products by way of agency arrangements during the sanction years. Seagram was an alcohol beverage company and had many big brands in its stable.

They returned to SA during 1994 and I was headhunted to join them as local Finance Director. I reported to the local CEO and Regional Finance Director for Europe and Africa.

I had overall responsibility for the full financial function (stock control, debtors and collections, financial reporting, budgets, funding, etc.) and strategy implementation.

OM approached me to re-join them to work on the demutualisation project.

Seagram has since sold all its brands and has ceased all operations.
Non-Executive Director

Experience continued

Old Mutual South Africa
1998 - 1999

Old Mutual approached me and offered me the opportunity to work on the largest and most complex demutualisation in South Africa: Complex from a perspective that Old Mutual controlled both Mutual and Federal and NedBank and neither of these groups had been consolidated into Old Mutual's results previously.

I was appointed as the Accounting Project Manager for the Demutualisation and Listing Project. My team had to convert the SA GAAP financial statements to UK GAAP, also consolidating the subsidiaries referred to above. The project was completed with 15 months and the Group Finance Director requested me to join him in London to establish the Finance Function at the Corporate Head Office, which I turned down, as I did not see a future for myself in the United Kingdom.

Roundabout the same time Metropolitan was looking for a Finance Director and my CV ended up on the CEO's desk.

Metropolitan Holdings Limited
MMI Holdings Limited
1999 - 2015

I joined Metropolitan Holdings as the Group Finance Director. I was the first finance director to be appointed by the Group. I had responsibility for the overall finance function, Company Secretarial matters, Investor Relations, Internal Audit, Group Risk, Procurement, amongst others.

I was a member of the Merger Committee that oversaw the successful implementation of the merger. MMI was established as a result of the merger of Metropolitan and Momentum. Even though I indicated that I would not apply for FD of the merged entity given that I was in the twilight of my career, I was still requested to accept the appointment of Group Finance Director of the merged entity.
Experience continued

Metropolitan Holdings Limited
MMI Holdings Limited
(CONTINUED)
1999 - 2015

I have served on most of the subsidiary company boards, audit committees, risk committees and governance forums. I was a member of the Group Executive Committee that was tasked with the day-to-day activities of running the Group.

I have served on various main Board committees over the past 16 years and at the retirement date, I was still a member of the Risk Committee and a main board member.

Post retirement, I served on the Audit Committee of Guard Risk and was a member of all the Combined Assurance Forums of the Group. In December 2015 I requested that I be relieved of these duties.

Major achievement during the past 16 years:
- Pioneering a dedicated Investor Relations function and being copied by the rest of the financial services players
- Numerous reporting prizes won
- Bedding down a rather complex merger and achieving the envisaged savings
- One of the more sustainable empowerment deals
- Leaving behind a competent team as a result of a successful succession plan

Consulting
2016

MMI and myself, given my corporate knowledge of the group, entered into a restraint of trade agreement. The agreement was for a period of eighteen months and terminated on 31 December 2016.

I did various consulting assignments with MMI permission during the restraint period.
Non-Executive Director

Experience continued

Santam Limited
2017 - Current
Independent non-executive director and a member of the Risk the Audit Committee. I am the chairman of the Audit Committee.

BrightRock Insurance Group
(Sanlam Subsidiary Company)
2017 - Current
Independent non-executive director and chairman of the Audit, Risk and Investment Committees

Centriq Insurance Group
(Sanlam Subsidiary Company)
2017 - Current
Independent non-executive director and member of the Audit and Risk Committee.

MiWay Insurance Group
(Sanlam Subsidiary Company)
2017 - Current
Independent non-executive director and member of the Audit and Risk Committee.

Sanlam Sky Group of Companies
(Sanlam Subsidiary Company)
2018 - Current
Non-executive director and member of the Audit, Risk and Remuneration Committees and Lead Independent Director.

Sanlam Investment Management
2018 - Current
Non-executive director and member of the Audit Committee.

Impala Platinum
2018 - Current
Non-executive Director and member of the Audit Committee.

Volkswagen Financial Services
2018 - Current
NOT a director but Chairman of the Audit and Risk Committee in terms of shareholders agreement.
# Annexure C

Previous members of the IRBA Board as at June 2020 (these member’s term came to an end on 9 May 2020):

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Nominee</th>
<th>Gender</th>
<th>Race</th>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>M</td>
<td>A</td>
<td>CA(SA)</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>F</td>
<td>A</td>
<td>CA(SA)</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>F</td>
<td>A</td>
<td>CA(SA), MBA, CISA, Registered Auditor</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>M</td>
<td>I</td>
<td>B.PROC, LLB</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>M</td>
<td>A</td>
<td>CA(SA)</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>F</td>
<td>W</td>
<td>CA(SA)</td>
</tr>
</tbody>
</table>

The proposed new members of the IRBA Board:

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Nominee</th>
<th>Gender</th>
<th>Race</th>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>F</td>
<td>W</td>
<td>CA(SA)</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>M</td>
<td>I</td>
<td>B.PROC, LLB</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>M</td>
<td>A</td>
<td>CA(SA)</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>F</td>
<td>A</td>
<td>CA(SA), MBA</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>F</td>
<td>A</td>
<td>BCom (Accounting), PDBA, CAIB(SA)</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>M</td>
<td>W</td>
<td>CA(SA), CPA(Texas)</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>M</td>
<td>C</td>
<td>CA(SA) * To be registered as a RA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F</td>
<td>C</td>
<td>CA (SA)</td>
</tr>
<tr>
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</tr>
<tr>
<td>8</td>
<td></td>
<td>F</td>
<td>C</td>
<td>Master's in Public Administration</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>M</td>
<td>I</td>
<td>CA(SA) and Australia</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>F</td>
<td>I</td>
<td>CA(SA)</td>
</tr>
</tbody>
</table>
CANDIDATE EXECUTIVE SUMMARY

I have considerable experience at senior management level in government for a period of 10 years and have acquired knowledge over a wide spectrum of policies and procedures in government in general and in the local sphere specifically.

I served as Head of Department of 3 different North West Provincial Departments from September 2001 to the 31 October 2011. In that capacity I was the designated Accounting Officer of those departments.

I have a thorough knowledge of the theoretical aspects of the Public Finance Management Act and the Municipal Finance Management Act, and vast experience of the practical application of these and related regulations and policies.

I served as the Chairperson of the Performance Audit Committee of the Matlosana Local Municipality from November 2011 until November 2014. I was appointed as the Chairperson of the Audit and Risk Committee of the same Municipality in December 2014. My term ended in February 2018.

I also served on the Dr. KK District Municipality Shared Audit and Risk Committee. I was in that position from March 2012 until April 2015. I was appointed once again in October 2018.

I serve as a member of the Audit Committee of the Mafikeng Local Municipality. I was appointed in 2014.

I also serve as a member of the JB Marks Local Municipality Audit Committee. I was appointed in November 2014.

I served as an Audit Committee member of the North West Transport Investment SOC and its subsidiaries from February 2013 to November 2014.

I currently chair the Audit Committee of the Independent Police Investigative Directorate. I was appointed on the 1st October 2015 for a period of 3 years. My term was renewed for a further 2 years in November 2018.

I was appointed as a Board member of the Independent Regulatory Board for Auditors in terms of the Auditing Professions Act in May 2017 for a 2-year term. My term has been extended for a further 1 year.

I also served as a Board member of the North West Transport Investment SOC Ltd for a period of 3 years and currently serve as a Director of Sedibeng Water.
By virtue of my position as Chair of disciplinary and appeal committees of regulatory bodies such as the CBE and NHBRC I have gained considerable experience in this sector.

<table>
<thead>
<tr>
<th><strong>PERSONAL DETAILS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surname</strong></td>
</tr>
<tr>
<td><strong>First Names</strong></td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
</tr>
<tr>
<td><strong>Identity Number</strong></td>
</tr>
<tr>
<td><strong>Gender</strong></td>
</tr>
<tr>
<td><strong>Home Address</strong></td>
</tr>
<tr>
<td><strong>Postal Address</strong></td>
</tr>
<tr>
<td><strong>Home Language</strong></td>
</tr>
<tr>
<td><strong>Other Languages</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>CONTACT DETAILS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Telephone Number – Home</strong></td>
</tr>
<tr>
<td><strong>Telephone Number – Work</strong></td>
</tr>
<tr>
<td><strong>Fax Number</strong></td>
</tr>
<tr>
<td><strong>Cellphone Number</strong></td>
</tr>
<tr>
<td><strong>e-mail</strong></td>
</tr>
</tbody>
</table>
EDUCATION AND TRAINING

ACADEMIC QUALIFICATIONS

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Name of Institution</th>
<th>Place Obtained</th>
<th>Year Obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. PROC</td>
<td>UNIVERSITY OF SOUTH AFRICA</td>
<td>PRETORIA</td>
<td>1981</td>
</tr>
<tr>
<td>LLB</td>
<td>UNIVERSITY OF SOUTH AFRICA</td>
<td>PRETORIA</td>
<td>INCOMPLETE</td>
</tr>
<tr>
<td>ADMITTED AS AN ATTORNEY</td>
<td></td>
<td></td>
<td>1984</td>
</tr>
</tbody>
</table>

MEMBERSHIPS OF APPROPRIATE PROFESSIONAL BODIES AND INSTITUTIONS

LAW SOCIETY OF THE NORTHERN PROVINCES

EMPLOYMENT HISTORY

<table>
<thead>
<tr>
<th>Employer</th>
<th>DEPARTMENT OF PUBLIC SAFETY, NORTH WEST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Business</td>
<td>GOVERNMENT</td>
</tr>
<tr>
<td>Position</td>
<td>HEAD OF DEPARTMENT</td>
</tr>
<tr>
<td>Dates of Service</td>
<td>9TH APRIL 2010– 31/10/2011</td>
</tr>
<tr>
<td>Responsibilities</td>
<td>Overall management of the department with specific emphasis on financial management as per my appointment as Accounting Officer in terms of the PFMA. Responsibilities also as per the 11 Core Management Criteria prescribed for Heads of Department.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employer</th>
<th>DEPARTMENT OF LOCAL GOVERNMENT AND TRADITIONAL AFFAIRS, NORTH WEST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Business</td>
<td>GOVERNMENT</td>
</tr>
<tr>
<td>Position</td>
<td>HEAD OF DEPARTMENT</td>
</tr>
<tr>
<td>Dates of Service</td>
<td>AUGUST 2009– 9TH APRIL 2010</td>
</tr>
<tr>
<td>Responsibilities</td>
<td>Overall management of the department with specific emphasis on financial management as per my appointment as Accounting Officer in terms of the PFMA. Responsibilities also</td>
</tr>
</tbody>
</table>
as per the 11 Core Management Criteria prescribed for heads of department. The core mandate of the department is to monitor, support and play and oversight role over Municipalities and to support the institution of Traditional leadership.

<table>
<thead>
<tr>
<th>Employer</th>
<th>DEPARTMENT OF LOCAL GOVERNMENT AND HOUSING, NORTH WEST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Business</td>
<td>GOVERNMENT</td>
</tr>
<tr>
<td>Position</td>
<td>HEAD OF DEPARTMENT</td>
</tr>
<tr>
<td>Dates of Service</td>
<td>15 SEPTEMBER 2001 – AUGUST 2009</td>
</tr>
</tbody>
</table>

Responsibilities
Overall management of the department with specific emphasis on financial management as per my appointment as Accounting Officer in terms of the PFMA. Responsibilities also as per the 11 Core Management Criteria prescribed for heads of department. The core mandate of the department was to monitor, support and play and oversight role over Municipalities and ensure the development of integrated human settlements.

<table>
<thead>
<tr>
<th>Employer</th>
<th>VIVID SOLUTIONS CC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Business</td>
<td>PRIVATE SECTOR - HOUSING PROJECTS ADMINISTRATION</td>
</tr>
<tr>
<td>Position</td>
<td>MANAGING MEMBER</td>
</tr>
<tr>
<td>Dates of Service</td>
<td>MARCH 1996-SEPTEMBER 2001</td>
</tr>
</tbody>
</table>

Responsibilities
Overall management of the financial and human resources aspects of the CC. In addition I was responsible for the marketing of the services of the CC. The CC was involved in providing an administration service to developers of housing projects primarily those involved in the subsidy sector. The services consisted of beneficiary administration, financial administration and conveyancing administration in housing projects.

<table>
<thead>
<tr>
<th>Employer</th>
<th>MOTALA ROOPA AND ASSOCIATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Business</td>
<td>PRIVATE SECTOR - LAW FIRM</td>
</tr>
<tr>
<td>Position</td>
<td>PARTNER</td>
</tr>
<tr>
<td>Dates of Service</td>
<td>MARCH 1985-FEBRUARY 1996</td>
</tr>
</tbody>
</table>

Responsibilities
The law practice had a diverse clientele and covered most areas of work. My involvement was primarily in civil litigation, appearance in criminal matters, conveyancing, labour matters, providing legal opinions and matters of a public interest nature.
Employer | LAWYERS FOR HUMAN RIGHTS  
---|---
Nature of Business | NGO  
Position | REGIONAL DIRECTOR  
Dates of Service | OCTOBER 1991-FEBRUARY 1996  
Responsibilities  
Managing the Regional office and supervising the implementation of national programmes which had to be implemented at the regional level.  
Management responsibilities were primarily supervision of staff and managing the budget of the regional office.  

### Specialist Knowledge/Skills Acquired

<table>
<thead>
<tr>
<th>Act/Policies</th>
<th>Level of knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Basic</td>
</tr>
<tr>
<td>PUBLIC FINANCE MANAGEMENT ACT &amp; TREASURY REGULATIONS</td>
<td></td>
</tr>
<tr>
<td>PUBLIC SERVICE ACT &amp; REGULATIONS</td>
<td></td>
</tr>
<tr>
<td>LABOUR LEGISLATION AND POLICIES</td>
<td>X</td>
</tr>
<tr>
<td>LOCAL GOVERNMENT LEGISLATION &amp; POLICIES</td>
<td></td>
</tr>
<tr>
<td>HOUSING LEGISLATION AND POLICIES</td>
<td>X</td>
</tr>
<tr>
<td>TRADITIONAL AFFAIRS LEGISLATION &amp; POLICIES</td>
<td></td>
</tr>
<tr>
<td>CONSTITUTION</td>
<td></td>
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</tbody>
</table>

### Current Positions

<table>
<thead>
<tr>
<th>No.</th>
<th>Position</th>
<th>Institution/Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chair-Appeals Committee</td>
<td>Council for the Built Environment</td>
</tr>
<tr>
<td>2</td>
<td>Member</td>
<td>Gauteng Rental Housing Tribunal</td>
</tr>
<tr>
<td>3</td>
<td>Panel of Chairs-Disciplinary Committee</td>
<td>National Homebuilders Registration Council</td>
</tr>
<tr>
<td>4</td>
<td>Presiding Officer</td>
<td>Compensation for Occupational Injuries and Diseases Act</td>
</tr>
<tr>
<td>5</td>
<td>Board Member</td>
<td>Sedibeng Water</td>
</tr>
<tr>
<td>6</td>
<td>Board Member</td>
<td>Independent Regulatory Board for Auditors</td>
</tr>
<tr>
<td>7</td>
<td>Chair-Audit Committee</td>
<td>Independent Police Investigative Directorate</td>
</tr>
<tr>
<td>8</td>
<td>Member-Audit Committee</td>
<td>JB Marks Municipality</td>
</tr>
<tr>
<td>9</td>
<td>Member-Audit Committee</td>
<td>Mafikeng Municipality</td>
</tr>
<tr>
<td>10</td>
<td>Member - Audit Committee</td>
<td>Dr. KK District Municipality</td>
</tr>
</tbody>
</table>

### Previous Positions

PREVIOUS POSITIONS
<table>
<thead>
<tr>
<th>MEMBER PROVINCIAL COMMITTEE ON LOCAL GOVERNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADMINISTRATOR (SECT.139) : MAQUASSI HILLS LOCAL MUNICIPALITY</td>
</tr>
<tr>
<td>BOARD NTI SOC</td>
</tr>
<tr>
<td>CHAIR: AUDIT AND RISK COMMITTEE MATLOSANA MUNICIPALITY</td>
</tr>
<tr>
<td>DEPUTY CHAIRPERSON: NORTH WEST CONSUMER COUNCIL</td>
</tr>
<tr>
<td>COUNCILLOR: KLERKSDORP LOCAL MUNICIPALITY</td>
</tr>
<tr>
<td>CHAIRPERSON: SALGA NORTH WEST</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REFEREES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CHAIR, DR KK DISTRICT MUNIC.AUDIT COMMITTEE</td>
</tr>
<tr>
<td>2. FORMER PARTNER IN LEGAL PRACTICE</td>
</tr>
<tr>
<td>3. COLLEAGUE</td>
</tr>
</tbody>
</table>
CURRICULUM VITAE
BORN

EDUCATED
Northview High School
University of the Witwatersrand – awarded prizes as the top student in two of five academic years
Qualified as a Chartered Accountant (S.A.)
Certified Public Accountant (Texas) 1975

CAREER

ERNST & WHINNEY, CHARTERED ACCOUNTANTS
1966–1971 : Completed articles of clerkship, Johannesburg
1972 : Qualified as Chartered Accountant
1974–1975 : Transferred to Dallas office
1976 : On return to South Africa appointed National Technical Partner and Member of the Ernst & Whinney International Technical and Quality Control Committees
1980 : Appointed Managing Director of Ernst & Whinney Management Services
1984 : Elected Managing Partner of Johannesburg office Of Ernst & Whinney
1988 : Elected Senior Partner and Chief Executive of Ernst & Whinney

ERNST & YOUNG, CHARTERED ACCOUNTANTS
1989 : Appointed Executive Chairman, Ernst & Young, South Africa (upon merger between Ernst & Whinney and Arthur Young & Company) (165 partners and 850 staff)
Member of the Ernst & Young International Management Council
Member Ernst & Young International Strategic Planning Task Force
CAREER (continued)

THE JOHANNESBURG STOCK EXCHANGE
1992-1997 : Executive President
            Responsible for overseeing the restructuring of
            The Johannesburg Stock Exchange

THE LIBERTY GROUP
March 1997  : Appointment as Executive Director of the
            Companies:
            - Liberty Life Association of Africa Limited
            - Liberty Holdings Limited
            - Guardbank Management Corporation Limited
            - Liblife Strategic Investments Limited
            - Liberty Asset Management Limited

May 1997   : Appointed Group Chief Executive and Managing
            Director of The Liberty Group

July 1999  : Appointed Deputy Chairman and Chief Executive
            Officer of the Liberty Group

MURRAY & ROBERTS HOLDINGS
April 2003  : Appointed Non-executive Director

January 2004 : Appointed Chairman

SANLAM LIMITED & SANLAM LIFE INSURANCE LIMITED
June 2004  : Appointed Chairman

ASPEN PHARMACARE HOLDINGS LIMITED
August 2008 : Appointed Director. Currently Lead Independent
            Director

SASFIN BANK LIMITED & SASFIN HOLDINGS LIMITED
November 2013: Chairman

SASFIN FINANCIAL SERVICES (PTY) LTD
March 2016  : Appointed Director
OTHER RESPONSIBILITIES

- Member, King Committee on Corporate Governance
- Fellow – GIBS
- Vice President – IoD
- Member – CD(SA) Governing Body
- Member – SAICA Advisory Panel
- Member, King Committee Exco

PREVIOUS POSITIONS HELD

- Former Trustee, International Accounting Standards Committee Foundation
- Former Chairman, African Stock Exchanges Association
- Former Member, Executive Committee Federation of International Stock Exchanges
- Former Member, Audit Commission of the Republic of South Africa
- Former Member, Policy Board for Financial Services and Regulation
- Former Member, The Financial Markets Advisory Board
- Former Deputy Chairman, Securities Regulation Panel
- Former Member, South African Futures Exchange Board
- Former Member, Auditing Standards Committee of the South African Institute of Chartered Accountants
- Former Member, Standing Advisory on Company Law
- Former Chairman, Audit Committee, Department of Defence
- Former Patron, Institute of Internal Auditors South Africa
- Former Member, Ethics and Auditing Standards Committees; SA Institute of Chartered Accountants
- Former Chairman, South African Airways Audit Committee
- Former Chairman, Guardian National Insurance Company Limited
- Former Director, South African Airways (Pty) Limited
- Former Director, SAB
- Former Director, The Premier Group Limited
- Former Chairman, Charter Life Insurance Company Limited
- Former Chairman, Liberty Group Properties Limited
- Former Chairman, Liberty Ermitage Limited
- Former Chairman, Liberty Ermitage Life Jersey Limited
- Former Director, Hightree Financial Services Limited
- Former Director, Standard Bank Group Limited
- Former Director, The Standard Bank of South Africa Limited
- Former Chairman and Group Chief Executive, STANLIB Asset Limited
- Former Chairman, STANLIB Wealth Management Limited
- Former Chairman, Virgin Active South Africa
- Former Governor, The Hiltonian Society
- Former Member, Board of Governors, Johannesburg Children's' Home
PREVIOUS POSITIONS HELD (continued)

- Former Chairman, Sanlam Limited
- Former Chairman, Sanlam Life Insurance Limited
- Former Director, Virgin Active UK
- Former Deputy Chairman, Business Against Crime
- Former Director, Business Trust
- Former Director, Financial Services Consumer Education Foundation
- Former Chairman, Murray & Roberts Holdings Limited
- Former Director, Sasfin Securities (Proprietary) Limited
- Former Director, Sasfin Financial Advisory Services (Proprietary) Limited
- Former Director, Sasfin Asset Managers (Proprietary) Limited
- Former Founding Chairman – CD(SA) Governing Body
- Former Chairman – Delville Wood Commemorative Museum Trust
- Former Advisor – Alexander Proudfoot
- Advisor – ITOCHU
- Former Trustee, BOCO Trust (GMSA)
- Former Director, Nampak Limited
- Chaired Governance Review Task Team of SAICA

PERSONAL

: Married (wife's name Wendy), 2 daughters, 1 son, 3 granddaughters

: Interests
  - Sport and military history
  - Currently Chief Defence Reserves, South African National Defence Force
    - Rank Major General

MILITARY CAREER

RANK

: Major General

CURRENT POSITIONS

: Chief Defence Reserves, South African National Defence Force

: Member of Defence Staff Council and Military Command Council

: Honorary Colonel Transvaal Horse Artillery
MILITARY POSTS HELD

Commissioned into Artillery in 1966
- Commanded the Transvaal Horse Artillery from 1976 to 1979
- Thereafter Colonel Artillery and subsequently Senior Staff Officer Operation of 7 Infantry Division
- Staff qualified 1984
- Promoted to Major General in October 2003
- Member of The South African De Villie Wood Commemorative Museum Trust (former Chairman)
- Founding Chairman – SANDF Education Trust
- Honorary Colonel THA 1990-2019

MILITARY AWARDS

CSSA, SD, SM, MMM, JCD
- Order of the Star of South Africa (Non-Class III), Commander
- Southern Cross Decoration (SD) and Bar
- Southern Cross MEDAL (SM)
- C SANOF [Chief of the South African National Defence Force] Commendation Medal (MMM)
- Pro Patria Medal with Cunene Clasp
- Unitas Medal
- General Service Medal
- Mandela Medal – Silver
- John Chard Decoration (JCD) with 30-year clasp
- Decorated by VACR’s of the Republic of China on Taiwan

MILITARY VETERANS CAREER

Honorary Life Vice President of the Council of Military Veterans’ Organisations having previously been National Chairman
- Honorary Life Vice President of the Gunners’ Association having been National Chairman
- Chairman of the Gunners’ Memorial Trust
- Trustee of the SA National Museum of Military History
- Building and Development Trust
- Trustee of The South African De Villie Wood Commemorative Museum Trust
CONFIDENTIAL RESUME

OF

—
PERSONAL DETAILS

Name: 

Address: 

Telephone: 

Date of Birth: 

Citizenship: South African

Marital Status: Married

Education: Matriculated in 1971 (Natal Senior Certificate)

Tertiary: Bachelor of Commerce with Honours (1983) at the University of South Africa

Membership of Professional Bodies: -

- Member of SAICA, the South African Institute of Chartered Accountants (1986)
- Member of the Australian Institute of Chartered Accountants (1988) [ACAJ]
INTERESTS

Professional

- Serves / Served on Boards of several listed companies – MTN, Allianz, ABSA, BancABC, Right to Care.
- Past Chairman of a Non-Profit Organizations - SANZAF.
- Served on the Public Accountants and Auditors Board 1997 - 2000
- Past Treasurer and Chairperson of the Education Committee at the Association for the Advancement of Black Accountants in Southern Africa (ABASA).
- Served on the Education Committee of the Institute of Chartered Accountants in Australia.

Personal

- Sporting - tennis, cricket and table tennis
- D I Y – house, garden and motor vehicles
- Social - work in the community and spend quality time family and grandchildren
EMPLOYMENT DETAILS

Employer: MTN Group Management Services

Position: Group Executive for Business Risk Management

Period: January 2007 to February 2015

Summary: I was integral part of the Group Executive team providing strategic guidance and direction to the 21 MTN Operations in Africa and Middle East. My functional responsibility as head of Business Risk Executive was in the disciplines of Internal Audit, Risk management and Forensic. My main role was to establish and embed the corporate governance culture and principles in all 21 of MTN operation. I together with my staff of 40 people provided training, support and monitored the compliance and maturity levels of the 21 operations on these corporate governance principles. I presented comprehensive reports to EXCO, Audit Committee and Risk Committees of the Group and some of the Subsidiary Companies.

I currently serve on the Boards of MTN Subsidiaries as Non-Executive

Employer: Office of the Auditor-General, Pretoria

Position 3: Auditor General of South Africa

Period: November 1999 to November 2006

Summary: I was appointed as Auditor – General by the President of South Africa in December 1999 for one NON-renewable term of seven years – in terms of our constitution. My role was to audit and report on the financial statements and financial management of government at National, Provincial and Local Government level. The job requires a strong independent balanced mind to ensure that on the one hand government departments are held accountable [watch dog role] and on the other hand to understand the challenges of our new dispensation/democracy and to provide the departments with supportive role to improve service delivery. The work of the Auditor-General is often subject to public scrutiny and required me to present my audit reports to the Public Accounts Committee and other committees in Parliament. I had to deal with the media, political parties and the public at large. In addition to my local responsibilities, I was also appointed as the External Auditor to the United Nations and World Health Org. I presented our audit reports to the UN Assembly in New York and Geneva.
Profile:

An experienced executive and non-executive director (20 years) serving in organisations that require strategic redirection and governance alignment in the public and private sector.

Vast governance experience, which include chairing of organisations in the public and private sector (6 years public sector and 4 years private sector) and has served as chairperson of board committees (Audit and Risk and Human Resources) for 20 years. Has worked with different institutional legal vehicles (Specific legislation, Companies Act, Trusts).

Substantial understanding of and experience in good corporate governance practices, corporate strategy, shareholder management models, enterprise wide risk management, regulatory compliance, financial reporting and analysis, human resource strategies and performance management. Over 20 years experience in and sound knowledge of infrastructure development and funding on executive and non-executive level (TCTA, Johannesburg Water, ACSA, repositioning, restructuring and turnaround of businesses (private and public sector – TCTA, Denel, NMV Group). Work in SADC countries includes Botswana, Lesotho, Mozambique, Namibia and Swaziland.

Work as Independent Consultant in governance, water, financial, funding and institutional arrangements and institutional transformation related areas. Work included:

- ASISA (Association for Savings and Investment South Africa) to promote investment in infrastructure 2016 – Current;
- New Development Bank (BRICS) in 2016 as RSA Public Procurement System;
- Presidential Infrastructure Co-ordinating Commission (PICC) (2012 – 2014) - a 20 months employment as Specialist on the PICC Technical Task Team that focus on the co-ordination, alignment and fast tracking of RSA’s R 4 trillion National Infrastructure Plan (focus areas Strategic Integrated Projects Business plans, Skills Development, Innovative Building Technology, Localisation);
- In 2003 and 2008 project managed RSA bid to host the 2012 World Water Forum in RSA - an international event that takes place every 3 years.

Made various presentations and was a panel member for conferences relating to financing and development of infrastructure on local and international level. Attended World Bank / IMF Annual meetings since 2002 to 2008. Attended and participated in annual World Economic Forum Africa meetings since 2003 to 2008. 2018 Facilitated the infrastructure break away session at the recent SA Investment Conference.

Made various presentations and was a panel member for conferences relating to financing and development of infrastructure on local and international level. Attended World Bank / IMF Annual meetings since 2002 to 2008. Attended and participated in annual World Economic Forum Africa meetings since 2003 to 2008.

Marten was a recipient of the inaugural Winnen in Water Award in 2002 and nominated for BWA Business Woman of the year in 2006.

Sectors:
- Executive level Capital Markets, Project Finance, Infrastructure Development
- Non-Executive level Financial services and Banking (Project structured/ specialized Trade Finance), Utility Management, Aviation (Airports), Water and Sanitation, Defence & Aerospace, FMCG & Agri-processing.

CURRENT NON-EXECUTIVE APPOINTMENTS

Development Bank of Southern Africa: 1 Jan 2016 – 31 Dec 2018 and 1 April 2019 to present:
Non Executive Director on Board, Member of Audit and Risk Committee, Member of Board Credit and Investment Committee and Board Infrastructure and Knowledge Management Committee.

DSSA is a regional development funding institution playing an instrumental role in unlocking development by funding economic and socio economic infrastructure, providing project preparation and assessment services and managing third party development funds.
<table>
<thead>
<tr>
<th>Elion Ltd – appointed Nov 2018 – current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Executive Director on Board and Chairman of the Audit and Risk committee, Member of Human Resources Committee and Nominations Committee</td>
</tr>
<tr>
<td>A diversified digital technology company listed on Alt X.</td>
</tr>
<tr>
<td>Independent Regulatory Board for Auditors (IRBA) – appointed 10 May 2017 – current:</td>
</tr>
<tr>
<td>Non Executive Director and Deputy Chairman on Board, Chairman of the Disciplinary Advisory Committee and member of the Audit and Risk Committee</td>
</tr>
<tr>
<td>IRBA is the regulator of Registered Auditors in South Africa</td>
</tr>
<tr>
<td>Sephaku Holdings Ltd – appointed at AGM 22 September 2016 – current:</td>
</tr>
<tr>
<td>Non Executive Director on Board and Chairman of the Audit and Risk committee, Member of Remuneration and Nomination Committee.</td>
</tr>
<tr>
<td>A company listed on the JSE building materials sector.</td>
</tr>
<tr>
<td>Ashburton Investments: Oct 2016 – current:</td>
</tr>
<tr>
<td>Non Executive Member of Investments Credit Committee and Investments Credit Governance Committee</td>
</tr>
<tr>
<td>Ashburton Investments is multi asset manager.</td>
</tr>
<tr>
<td>First Rand Bank Ltd: 2011 – current:</td>
</tr>
<tr>
<td>Non Executive Member of Wholesale Credit Committee International, Specialised/structured and Project Finance</td>
</tr>
<tr>
<td>The credit committee review and approve facilities for the bank’s products/brands above delegated mandates and have oversight over delegated credit committee approvals.</td>
</tr>
<tr>
<td>Previous Non-Executive Director</td>
</tr>
<tr>
<td>Chair Audit and Risk Committee from Aug 2010 to 15 Aug 2014; Interim Chairman of Board - 15 Aug 2014 to 23 July 2015</td>
</tr>
<tr>
<td>Denel is a SOC in the defense and aerospace industry and have been on a turn around path since 2010. The performance for the last 4 years indicated a continual improvement and as such liquidity and solvency risks and was managed with a concerted effort to grow the top line whilst eliminating unnecessary costs. Denel posted in 2014 its 4 th consecutive year of profit and increased the order book for the next 10 years to R31bn. The turn around continues. Through this period consistent performance and transparency ensured unrevered shareholder support.</td>
</tr>
<tr>
<td>Johannesburg Water (Pty) Limited:</td>
</tr>
<tr>
<td>2009 – 2012: Chairman, Member of Remuneration Committee;</td>
</tr>
<tr>
<td>1999 - 2000 Advisory Board Member to create entity as part of Egoli 2001 programme</td>
</tr>
<tr>
<td>The municipal water utility (MOW) is responsible for delivering water and sanitation services to the 4.5 million people living in the City of Johannesburg via a network of 11 000km of pipelines to deliver reticulated water, 10 000 km of pipelines to collect waste water, operates 100 reservoirs and water towers and operate 6 waste water treatment plants. Annual turnover of R 5 billion and staff of 2 800. When created, the entity was not sustainable and various interventions was undertaken, including but not limited to integration of 13 departments of 7 municipalities into a single entity, organisational development, infrastructure development, tariff and addressing operational and service delivery performance. During the 5 th year a private sector management contract was entered into – a unique feature was the reducing expert skills and increasing local skills structure that speaks to local efficiency,</td>
</tr>
<tr>
<td>Headstream Water Holdings (Pty) Ltd: 2009 - 2016</td>
</tr>
<tr>
<td>Shareholder and Chairman</td>
</tr>
<tr>
<td>A startup company with the exclusive rights in Sub Saharan Africa to sell Hybacs wastewater treatment technology, which was developed in Korea and commercialized by Blue Water Bio in the UK. Headstream Holdings acquired SAME (42%) in 2016. Projects rolled out mainly in local government and water board sector.</td>
</tr>
</tbody>
</table>
| **NMI Group of Companies and Trust (FMCG sector)**
| **2009 – 2013 (Director and Trustee)**
| Chair Group Agri Business EXCO,
| Chair Group Audit & Risk Committee (2009 – 2012)
| Chair Group Marketing Committee,
| Chair Namibia (2009 – 2013) and Botswana (2009 – 2010) subsidiaries
| **NMI is a group of private companies operating in Agri-processing business and FMCG industry (milling, production, distribution and selling of staple food and animal food and startup production of broilers) in 5 SADC countries. The annual turnover is R 3,5 billion with a staff compliment of 3 000. The Namibia operations contributes R 1,5 billion to the group’s turnover and employs 1 400 people. Two green fields projects were embarked upon during my term, a new foods plant dedicated to manufacturing of mangosteen animal feed and establishment of a broiler industry (farming, abattoir and distribution network). The work involved also various engagements with political stakeholders (President level) and Trade and industry officials.**

| **Airports Company of SA Soc (ACSA)**
| **2010 – 2012**: Director, Chair Audit & Risk Committee, Chair Social and Ethics Committee; 2006 -2009: Specialist member of Audit and Risk Committee & Regulatory Committee
| **ACSA have embarked on an extensive capital upgrade phase since 2006 and with that the challenges for the roll out of such an ambitious programme (incl. funding, risk management, regulatory framework and approvals). During the period ACSA also successfully tendered (with a Brazilian partner) for the concession to management one of Sao Paulo major international airports.**

| **Bond Exchange of South Africa (BESA)**
| **2000 – 2003**: Executive Committee Member 2003 – 2007: Governing Committee Member 2007 -2009: Director
| **Member of Audit and Risk Committee, Market Regulation Committee, Strategy Committee, Remuneration Committee**
| **BESA was in 2000 still a mutual association of bond market participants (issuers, traders). After extensive consultation its was transformed and corporatised in 2003 and demutualized in December 2007. The JSE offer, for all the shares, were taken up by the shareholders and ownership transferred to the JSE with effect in June 2009, and from that date the independent non executive board ceased to exist.**

| **AH Vest Limited (previously All Joy Foods):**
| **2008 – 2009: Non Executive Director and Chairman of Audit Committee**
| **Manufacturer and distributor of food products. Joined the Board when African Harvest Investments bought the majority shareholding. Company is Alt-X listed.**

| **Trans Caledon Tunnel Authority (TCTA) 1994 – 2008**
| CEO 1998 to 2008
| CFO 1994 to 1999
| **Financial dimensions (2008):**
| Revenue R 2,500 billion;
| Assets R 23 billion;
| Debt book of R 25 billion
| **Repositioned TCTA after completion of the engineering works on Phase 1A (Ketse Dam) as RSA/Government Bulk Raw Water Supply Developer and Liability Manager. This included extensive consultation and agreement with local and international government structures and political leadership. RSA Cabinet approved TCTA’s revised Notice of Establishment in 2000. This was preceded by changes in the Intergovernmental Protocols with Lesotho.**

| **Managed the development and implementation of mega water supply related infrastructure. Develop the project pipeline for projects after Lesotho Highlands Water Project (phase 1), Berg Water Project, Vaal Waterline Project, Mokolodi (Spring Grove Dam) Project, Olifants River Augmentation Project (MCWAP). Actively raised funding in the local and offshore capital markets, development funding agencies and export credit facilities. Was instrumental in the development of the local bond market, auction based funding mechanisms and inflation linked bonds. Annual funding needs varied from R 4 billion to R 5 billion. Structured institutional and financing arrangements to achieve co-operative governance and lowest possible funding rates. Developed sustainable long term water tariff models.**

| **Actively managed stakeholder and shareholder relationships in political public and private sector.**
prior to 1994
lectured at postgraduate level at unisa – b compt hans in advanced taxation and applied auditing (1988-1991)
deloitte – audit senior (1985-1987)
completion of articles (1980) at viljoen louw bartel – now part of kpmg
of National Expenditure; participate in relevant budget processes including roll-over requests, adjustment estimates, budget structures, advise on expenditure trends; managed budgets amounting to R7,65 billion and a staff complement of 5; infrastructure planning and finance; review of provincial transfers by the departments; initiate and support budget reform in the departments and public entities; monitor and support implementation of the PFMA and DORA in national departments and public entities; advise on implementation and interpretation of the Treasury Regulations and monitoring thereof; undertake in-year analysis of expenditure trends (early warning system); analysis of service delivery in the sector and relationship to government priorities. Provide policy analysis and advice to the Ministry of Finance, National Treasury and the relevant parties on issues related to the activities of the National Departments of Communications and & Energy; facilitate appropriate policy costing; contribute to policy discussions to improve service delivery and contribute to overall corporate governance policy reviews; risk analysis, initiate Communications and Energy project discussions to contribute to economic growth; analysis of the overall energy industry value chain (i.e. electricity, coal, upstream and downstream gas & petroleum sector analysis, renewable, investment in production and consumption data analysis renewable energy, etc.); compile submissions and write reports including drafting and responding to Cabinet memoranda; presentations to various stakeholders and Act as Chief Director from time to time.

Resigned – Received an offer to serve as Head of Department at the Energy Regulator with better financial rewards.

National Energy Regulator of South Africa (NERSA)

Acting Researcher to support Board Member responsible for Petroleum Pipelines Regulation
11 October 2006 to 28 February 2007

Undertake research to provide strategic input to the decision making process of the Petroleum Regulatory Authority on all matters relating to the petroleum pipelines regulatory function by undertaking benchmark studies; compile reports; attend Sub-Committee meetings; attend NERSA Board meetings and also serve as a scribe during the absences of the Board Secretary; manage own budget; give input to the drafting of rules and regulations within the sector; participate in conducting public hearings on regulatory matters and licensing issues; enforce regulatory
Management; review regulatory frameworks and align them with the latest developments in the overall electricity industry from both supply and demand perspectives by also factoring the legislative implications; provide strategic support to the tariff methodology development and review; engage policy makers and other key players in government to influence the policy direction in the energy sector; provide strategic and technical advice to the board of directors of the Energy regulator; undertake financial, economic, technical analysis and social research to ascertain the impact of regulatory frameworks, decisions and analysis on the overall macroeconomic variables in the overall economy; investment and project appraisal/analysis, facilitate investment in electricity distribution infrastructure; Infrastructure planning and maintenance; serve as a regulatory specialist and provide constructive inputs into the overall legislative frameworks; provide support to the Ministry of Energy in the restructuring of the overall electricity industry; represent the Energy Regulator at regional forums (such as the Southern African Power Pool, African Forum of Utility Regulators, Regional Energy Regulators Association) and continue to advise the Ministry of Finance on the fossil fuel subsidies and price volatility at the G-20 conventions). electricity Industry Value Chain analysis, promote access to the integrated power system by independent power producers, especially renewable energy project developers to the grid, and manage staff complement of 5 specialists and an operational budget of R5 million for the department; serve in the management committee (ManCo) of the organization and act as an Executive Manager as and when required. Coaching emerging small micro and medium (SMME) entrepreneurs.

Resigned — subsequent to being offered a contract opportunity to assist the GOED with the implementation of the township economy Revitalization and Industrialization Strategy, including professional coaching and mentoring emerging entrepreneurs in Gauteng.

National Treasury (South Africa)

Director (Energy & Telecoms - Public Finance)
Urban Development & Infrastructure Planning
01st March 2007 to 30th September 2010
Provide strategic support to the National Departments of Communications and Energy in preparing budgets and budget documentation; analyse these departments' budget submissions and budgets and contributions to budget documentation (i.e. inputs to the Medium-Term Budget Policy Statement, Budget Review & Estimates.
<table>
<thead>
<tr>
<th>Previous Employer 1</th>
<th>Duties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gauteng Department of Economic Development (GDEED)</td>
<td>Resigned – the NGO did not have sufficient funding to cover the HR costs, so we reached a mutual separation arrangement with the Executive Director.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Previous Employer 2</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Head of Economic Infrastructure Planning &amp;</td>
</tr>
<tr>
<td></td>
<td>Implementation of the Township Economy Revitalization Strategy (TER); Project management for both the establishment of new and refurbishment of existing township industrial parks/hubs. Technical and strategic advisory services to the GDEED on the transformation, modernization and industrialization of the Gauteng economy. Mentoring and coaching emerging entrepreneurs from historically disadvantaged communities (townships). Budget and supply chain management of contractors providing construction services to the GDEED on the development of economic infrastructure. Oversight of infrastructure projects at the industrial and special economic development zones in Gauteng.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Previous Employer 3</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Head of Department: Electricity Regulatory Reform</td>
</tr>
<tr>
<td></td>
<td>Administration and Management of Transmission and Distribution Grid Codes, review and evaluation of Eskom’s annual Transmission Planning Strategy, Risk Management.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>Duties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery</td>
<td>Resigned – suffered undue political pressure and refused to get involved in unethical behavior (not willing to compromise my integrity), then an irretrievable breakdown. In relationship with the leadership of the GDEED became apparent. I then decided to work as an Independent Consultant and provide technical and strategic advisory services to corporates and individuals (as a professional Business Coach and Mentor).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delivery</th>
<th>National Energy Regulator of South Africa (NERSA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period</td>
<td>Head of Department: Electricity Regulatory Reform</td>
</tr>
<tr>
<td>Duties</td>
<td>Administration and Management of Transmission and Distribution Grid Codes, review and evaluation of Eskom’s annual Transmission Planning Strategy, Risk Management.</td>
</tr>
<tr>
<td>Present Employer 1</td>
<td>Organization Undoing Tax Abuse (OUTA) – Civil Society Organization (NGO)</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Position</strong></td>
<td>Head: Energy Portfolio</td>
</tr>
<tr>
<td><strong>Period</strong></td>
<td>01 November 2017 to date</td>
</tr>
<tr>
<td><strong>Duties</strong></td>
<td>Provision of consulting, technical and strategic to OUTA Board of Directors; investigate and analyse cases of corruption, maladministration &amp; wasteful / fruitless expenditure in the public sector; hold those responsible for wrong doing accountable and open civil or criminal cases against them; serve as a Media spokesman for OUTA on energy matters; compile comprehensive submissions on energy policy matters and deliver presentations at public hearings on behalf of OUTA supporters and the general public; conduct research on energy policy; advise government on policy rationality; serve as the voice of the voiceless in energy matters, especially on electricity price increases and their impact on ordinary people. Attend and present at Parliament’s Portfolio Committees on Energy &amp; Public Enterprises; Compile and deliver presentations at national and international conferences on energy matters and on the role of civil society in the energy sector. Serve as Resident Technical Advisor by providing and proposing solutions to ordinary members of the public and corporate (especially the media) about energy, especially electricity supply problems and challenges; Serve as an Activist on all energy matters that affect ordinary citizens.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Present Employer 2</th>
<th>Khomanani Xcel Consulting (PTY) Ltd</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td>Self-Employed as an Independent Consultant (own company)</td>
</tr>
<tr>
<td><strong>Period</strong></td>
<td>07 June 2016 to date</td>
</tr>
<tr>
<td><strong>Duties</strong></td>
<td>Provision of consulting, technical and strategic advisory services to corporates, professional business coaching and mentoring services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Previous Employer 1</th>
<th>Southern African Youth Movement (SAYM) - NGO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td>Chief Operations Officer (Part-time work)</td>
</tr>
<tr>
<td><strong>Period</strong></td>
<td>03 January 2017 to 30/09/2017</td>
</tr>
</tbody>
</table>
Courses Passed

Human Resources; Marketing; Economics; Strategic Management; Accounting (Financial Management & Analysis); Operations Management; Group Dynamics and Strategic Golf Business Leadership Course.

Qualification 3
(NQ6)

Institution
Unversity of Witwatersrand

Year Obtained
2005

Courses Passed
Mineral Policy and Investment; Mineral Economics; Economic Geology of SA Coal; Coal Quality and Utilisation; Coal and the Environment; and Coal Extraction & Exploitation.

Qualification 4

Institution
University of Pretoria (former Vista University)

Year Obtained
1995

Courses Passed
B. Com Degree
Accounting I II III; Economics I II III; Commercial Law I II; Auditing I II; Business Management I; Statistical Methods; Income Tax and Administration of Estates I II.

Other Short Courses

- Public Sector Management, Governance & Fiscal Sustainability Techniques (Washington DC, USA);
- Accredited Assessor – with 15 credits, Level 5, ID No. 115753 (Accreditation No. ETDP9963);
- Renewable Energy Policy Training by United States Agency for International Development;
- Regulatory Impact Analysis: Methodology for Cost-Benefit Analysis of Regulations (Washington DC, USA);
- PURC/World Bank International Training Program on Utility Regulation and Strategy (University of Florida, USA);
- Practicing Leadership in a Political Environment (University of Florida, USA);
- Managing Regulatory Reform in the Energy and Water Sectors (University of Stellenbosch);
- AFUR Training Programme on Electricity and Water Tariff Design;
- Advanced Business Writing;
- Performance Budgeting and Financial Management Programme;
- Standard Chart of Accounts Reporting within the Public Sector;
- Project Management for Non-Project Managers;
- Project Management in the Public Sector;
- Coal Management and Marketing (University of Witwatersrand);
- Coal, Coke and Carbon Materials (University of Witwatersrand); and
- Business Process Benchmarking.

Computer Literacy

Microsoft Office

Outlook; Word; Excel; PowerPoint and Project; Lotus-1-2-3; QuattroPro; Word Perfect; MultiMate (Word Processing); Spreadsheet Processing; Data Processing (dBase III Plus).
SECTION A

PERSONAL DETAILS
Surname: [Redacted]
First Names: [Redacted]
ID Number: [Redacted]
nationality: South African
Posta & Res Address: Unit 38, Sunset Gardens, 39 Hefer Street, Naturena Ext. 19, JOHANNESBURG, 2095
Contact Numbers: [Redacted]
Drivers License: EB (Code 08)
Hobbies: Reading, going to church, listening to music, jogging, watching sport, travelling.

SECTION B
EDUCATION
Highest Standard Passed: Standard 10 (Grade 12)
School: Macema Commercial High
Year Completed: November 1989

TERTIARY EDUCATION
Qualification 1
Institution: Masters in Business Administration (MBA) Degree
University of South Africa (Graduate School of Business Leadership in collaboration with the Keynes-Milton University, London, UK)
Year Obtained: 2014
Courses Passed: Fundamentals of Senior Management; Strategy Formulation; Strategy Implementation; Introduction to Business Research; Business Research; Managing Change; Financial Management; Financial Strategy; Project Management; Work Study; Marketing in a complex world. Dissertation in South African Electricity Generation mix and its implications on climate change.

Qualification 2
Certificate: Management Advancement Programme (MAP)
Institution: Wits Business School
Year Obtained: 2006
RESUMÉ

Of.

[redacted]
### Application for Employment

#### A. THE ADVERTISED POST

<table>
<thead>
<tr>
<th>Position for which you are applying (as advertised)</th>
<th>Department where the position was advertised</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTOR-GENERAL</td>
<td>PUBLIC ENTERPRISES</td>
</tr>
</tbody>
</table>

#### Reference number (as stated in the advert)
DPE/2019/010

#### B. PERSONAL INFORMATION

<table>
<thead>
<tr>
<th>Surname</th>
<th>First Names</th>
<th>Date of Birth</th>
<th>ID number</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>30 AUGUST 1971</td>
<td>[Redacted]</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Race ²</th>
<th>African</th>
<th>White</th>
<th>Coloured</th>
<th>Indian</th>
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</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender ³</th>
<th>FEMALE</th>
<th>MALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Do you have a disability? ²</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Are you a South African Citizen?</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>If no, what is your Nationality</th>
<th>H/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>And do you have a valid work permit?</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Have you ever been convicted of a criminal offence or been dismissed from employment? ⁴</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>If your profession or occupation requires State or official registration, provide date and particulars of registration</th>
<th>H/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
</tr>
</tbody>
</table>

#### C. HOW DO WE CONTACT YOU

<table>
<thead>
<tr>
<th>Preferred language for correspondence?</th>
<th>ENGLISH</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Telephone number during office hours</th>
<th>[Redacted]</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Preferred method for correspondence</th>
<th>Post</th>
<th>E-mail</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td>[Redacted]</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Correspondence contact details (in terms of above)</th>
<th><a href="mailto:meranza97@gmail.com">meranza97@gmail.com</a></th>
</tr>
</thead>
</table>

---

1. All information will be treated with the strictest confidentiality and will not be disclosed or used for any other purpose than to assess the suitability of a person, except to so far as it may be required and permitted by law. Your personal details must correspond with the details in your ID or passport.

2. - Passport number in the case of non-South Africans.

3. This information is required to enable the department to comply with the Employment Equity Act, 1998.

4. This information will only be taken into account if it directly relates to the requirements of the position.

5. Applicants with substantial qualifications or work experience may attach a CV.
### D. LANGUAGE PROFICIENCY - state 'good', 'fair' or 'poor'

<table>
<thead>
<tr>
<th>Languages (specified)</th>
<th>ENGLISH</th>
<th>AFRIKAANS</th>
<th>TSONGA</th>
<th>SOTHO</th>
<th>VENDA</th>
<th>ZULU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speak</td>
<td>GOOD</td>
<td>FAIR</td>
<td>GOOD</td>
<td>GOOD</td>
<td>FAIR</td>
<td>GOOD</td>
</tr>
<tr>
<td>Read</td>
<td>GOOD</td>
<td>GOOD</td>
<td>GOOD</td>
<td>GOOD</td>
<td>FAIR</td>
<td>FAIR</td>
</tr>
<tr>
<td>Write</td>
<td>GOOD</td>
<td>FAIR</td>
<td>GOOD</td>
<td>FAIR</td>
<td>POOR</td>
<td>POOR</td>
</tr>
</tbody>
</table>

### E. QUALIFICATIONS (please ignore if you have attached a CV with these details)

<table>
<thead>
<tr>
<th>Name of School / Technical College</th>
<th>Highest qualification obtained</th>
<th>Year Obtained</th>
</tr>
</thead>
</table>

**Tertiary education (complete for each qualification you obtained)**

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Name of Qualification</th>
<th>Year Obtained</th>
</tr>
</thead>
</table>

**PLEASE REFER TO ATTACHED CV**

**Current study (institution and qualification)**

**PLEASE REFER TO ATTACHED CV**

If you were previously employed in the Public Service, indicate whether any condition exists that prevents your re-employment. If yes, provide the name of the previous employing department.

**PLEASE REFER TO ATTACHED CV**

**DECLARATION**

I declare that all the information provided (including any attachments) is complete and correct to the best of my knowledge. I understand that any false information supplied could lead to my application being disqualified or my discharge if I am appointed.

Signature: [Signature]
Date: 12 July 2019
Good day

May you kindly consider the attached documents as my application for the advertised position of Director-General at the Department of Public Enterprises.

Your feedback would be greatly appreciated.

Regards
.onud
0826669704
Profiles:
Highly experienced leader in the energy industry, having successfully led a division of over 18,000 employees both in Distribution and Customer Services for over 15 years. Has expertise in Training and Development, Infrastructure Development & Management, Operations Management, and Budget Management. Recent achievements include introduction of Customer Centricity in Eskom, improvement of technical and safety performance and optimisation of Capital Expenditure (CAPEX) and Operating Expenditure (OPEX) budgets. My skills and core competencies include division management & strategic oversight; client and stakeholder outreach; market insights; budget management; negotiation; leadership, collaboration & team building; product & sales development and communication.

Employment History:
Held various leadership roles in Eskom across the country in the 27 year-career with the company. Experience includes being a member of Executive Committee (EXCO); chairing various EXCO sub-committees and participating in Board sub-committees. Also served on four boards (Eskom Rotok Industries; CSIR; SANE and EAP) as a non-executive member and chaired the Audit & Risk Committee at CSIR. Current Audit Committee member and Chair of Performance Committee at Lestdi Local Municipality.

Awards:
2001 Most Promising Woman ... ESKOM
2005 Executive of the Year Runner-Up ... ESKOM
2010 Special Award 2010 MW Project ... ESKOM
2014 Business Woman of the Year Award Finalist Government Category ... BIWA
2017 Africa's Most Influential Women in Public Enterprises (Country, Regional and Continental Winner) ... CEO Global

Professional Affiliations:
Registered with the Engineering Council of South Africa (ECSA) as a professional engineer; Member of the following Institutions:
- South African Institute of Electrical Engineers (SAIEEE)
- Institute of Directors (IoD)
<table>
<thead>
<tr>
<th>Year/Period</th>
<th>Role/Designation</th>
<th>Brief summary of responsibilities</th>
</tr>
</thead>
</table>
| 1 Jan 2019 to date | Executive Director: Solutions (Pty) Ltd  
Director: Utility Coach (Pty) Ltd | I own an engineering consulting firm, which focuses on bespoke technical solutions for its clients in the Energy Industry. Service areas include general energy consulting services, energy management, property acquisition and development, business analysis, asset management, information technology solutions, infrastructure development and project management. We also provide training and development through mentorship, coaching and technical exposure. |
| 1 June 2007 to 31 Dec 2018 | Eskom EXCO member and Group Executive for Distribution and Customer Services Divisions | In heading up the Distribution and Customer Services Divisions, I was accountable for an asset base worth over R250bn; 18,000 employees; over 6 million customers; a budget of around R26bn (OPEX and CAPEX) and a revenue base of R185 bn. Critical in this are business governance, health and safety of assets (both employees and infrastructure) and overall business performance. From a governance point of view, we had split the Division into nine provinces in line with areas provinces in the country. These provinces were managed by General Managers (GMs) who reported to me.  

As the EXCO member responsible for Distribution (DX), I operated in a governance structure that mimicked the King IV recommended structures, with additional structures that focus on operations and safety. To lay the foundation for good governance, I have a good appreciation of the Public Finance Management Act (PFMA) and the Company’s Act, which govern the way we managed our business. Also, I understand the role of the board (as the shareholder representative) and how it interfaces with EXCO.  

More importantly and relevant for sustainability of any business, I appreciate the importance of ethical leadership and strive to live up to ethical standards all the time.  

For business operations, some of the committees that I chaired are DX EXCO; Divisional SHEQ (Safety, Health, Environment and Quality); EXCO Procurement Committee; Customer Council; etc. I was also a member of the Investment Committee of EXCO, which is a critical committee for company investments. |
<table>
<thead>
<tr>
<th>Date Range</th>
<th>Position and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 April 2004 to 31 May 2007</td>
<td>General Manager and Engineering Manager for Eskom Western Region</td>
</tr>
<tr>
<td></td>
<td>I headed Distribution's Western Region, first as the Engineering Manager and then later as the General Manager. This region was made up of the Western Cape and part of the Northern Cape Provinces. I had about 2,000 employees in my books and over 250,000 customers that I was responsible to service. Key activities were asset management, customer servicing, technical performance, finance management and safety management.</td>
</tr>
<tr>
<td>1 January 1998 to 31 March 2004</td>
<td>Various middle and senior management positions in Training, Planning and Design (Eskom)</td>
</tr>
<tr>
<td></td>
<td>Having joined Eskom as an engineer-in-training, I worked my way up the organisation occupying various positions which gave me an overall view of the energy industry, with strong emphasis in the Distribution Industry. One of the roles I occupied was Technical Training which focused on training of engineers, technicians and artisans. We designed and implemented training programs in line with ECSA registration requirements, ensuring that those trainees would be eligible to register as professionals. These training programs were supported with a strong mentorship and coaching program, and were generally accredited by the relevant bodies (e.g. Energy Sector Education and Training Authority (E-SETA) at the time). I also served as the Planning Manager, accountable for infrastructure planning for growth and refurbishment. At some stage, I was the Design Manager responsible for implementing all infrastructure design projects, informed by the Masterplans developed in the planning department.</td>
</tr>
<tr>
<td>1 March 1992 to 31 Dec 1997</td>
<td>Engineer in training and various technical positions at Eskom</td>
</tr>
<tr>
<td></td>
<td>I joined Eskom after graduating with a B Sc in Electrical Engineering and did my training program as outlined by the Engineering Council of South Africa (ECSA). This culminated in my professional registration with ECSA, and I progressed in the organisation until I was an EXCO member.</td>
</tr>
</tbody>
</table>
I complemented my degree with an MBA (International Management Centres); EDP (Wits) and AMP (Harvard Business School). I also have short-course certificates from UCT – OHS Management; Construction Management; Energy Efficiency & Sustainability and Digital Marketing. I have certified all my certificates and am able to share copies on request.

<table>
<thead>
<tr>
<th>Certificates and qualifications</th>
<th>Acronyms</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMP → Advanced Management Program</td>
<td></td>
</tr>
<tr>
<td>B.Sc (Eng) → Bachelor of Science in Engineering</td>
<td></td>
</tr>
<tr>
<td>ECSA → Engineering Council of South Africa</td>
<td></td>
</tr>
<tr>
<td>EDP → Executive Development Program</td>
<td></td>
</tr>
<tr>
<td>MBA → Master of Business Administration</td>
<td></td>
</tr>
<tr>
<td>OHS → Occupational Health &amp; Safety</td>
<td></td>
</tr>
<tr>
<td>Pr Eng → Professional Engineer</td>
<td></td>
</tr>
</tbody>
</table>
UNIVERSITY OF CAPE TOWN
with which is incorporated the South African College

Degree of
Bachelor of Science in Engineering

We hereby certify that AYANIDA NOAH
was admitted to the Degree of Bachelor of Science in
Engineering in Electrical and Electronic Engineering
on 13 DECEMBER 1969.

Vice-Chancellor
Registrar
International Management Centres

This is to certify that

[Redacted]

has been successful in the programme Action Learning and Research and
achieved the degree of Membership

Master of Business Administration

with Credit

On the advice of the Common Multi-Jurisdictional Advisory and
Administrative Jurisdictions, the Board has decided to confer
the Rights, Privileges and Responsibilities attached to the degree
particularly Continuing Membership and Professional
Career Development.

in the first day of December 2001 at Buckingham

Regional Dean

Registrar
UNIVERSITY OF THE WITWATERSRAND
Johannesburg

Faculty of Commerce, Law & Management

Graduate School of Business Administration

Executive Development Programme

[Redacted]

[Redacted]

Participated in and successfully completed the above programme during September 2003

02 July 4-16 August 2003

[Redacted]

[Redacted]
AYANDA NOBHU
HAS SUCCESSFULLY COMPLETED
THE 1971 SESSION OF
HARVARD BUSINESS SCHOOL
ENHANCED MANAGEMENT PROGRAM.

IN WITNESS WHEREOF,
THE OFFICIAL WITNESS RECOMMENDATION
ARE HERETO AFFIXED.
The Department of Communications and Digital Technologies is inviting applications from persons who are suitably qualified to join the Department as it strives to be the employer of choice in the Public Service and the preferred place in the ICT sector for intellectual stimulation, leadership growth and national contribution.

APPLICATIONS: Please forward your application via email to: [quoting the relevant reference in the subject line].

Note: Applications must be submitted on a Z83 Form, obtainable from any Public Service department and should be accompanied by a recently updated comprehensive CV and certified copies not older than six (6) months of all qualification(s), and ID document. Applications received after the closing date will not be considered. E-mailed applications will be considered. Should you be in possession of a foreign qualification, it must be accompanied by an evaluation certificate from the South African Qualifications Authority (SAQA). Failure to submit the requested documents will result in your application not being considered. All qualifications are subject to verification. Due to the large volume of responses anticipated, receipt of applications will not be acknowledged, and correspondence will be limited to short-listed candidates only. All Senior Management Service appointments are subject to security clearance procedures before and after assumption of duty, declaration of financial interests within 30 days of appointment, entering into an employment contract and signing of a performance agreement. Competency assessments as well as technical exercises will be conducted for all SMS posts. Before a letter of appointment will be issued, the successful completion of the Public Service Senior Management Leadership Programme will be required as authorised by the National School of Government (NSG) and as approved by the Department. If you have not been contacted within three (3) months of the closing date, please accept that your application was unsuccessful. Please note that CVs submitted will be destroyed after the three (3) months period. The Department reserves the right not to make appointment(s) to the advertised post(s). Candidates, whose appointment/promotion/transfer will promote the achievement of employment equity within the Department, will receive preference.

CLOSING DATE: 21 August 2020

SMS POST

POSITION: DIRECTOR-GENERAL: COMMUNICATIONS AND DIGITAL TECHNOLOGIES (5 YEAR CONTRACT)

SALARY: An all-inclusive package of R1 978 533 per annum (Salary Level 16), comprising of a basic salary (70% of package), employer's contribution to the Government Employee Pension Fund (16% of basic salary) and a flexible portion. A non-pensionable allowance equal to 10% of the annual all-inclusive remuneration package is also payable.

CENTRE: Pretoria, Hatfield

REQUIREMENTS: A comprehensive understanding of public policy, preferable in the ICT sector, and proven knowledge of the dynamics of the new converged environment. A Senior Certificate, an Undergraduate Qualification and a Post Graduate Qualification (NQF level 8) as recognized by the South African Qualifications Authority (SAQA). Applicants should have 8 to 10 years of experience at a senior managerial level (at least 3 years of which must be with any organ of State as defined in the Constitution, Act 108 of 1996). Advanced knowledge of South African ICT sector, its policies and how they are impacted on by global development will be an added advantage. COMPETENCIES: Extensive knowledge of the Public Service Regulatory Frameworks, inclusive but not limited to the Constitution, Public Service Act and Regulations, Public Administration Management Act, 2014 (PAMA), the Public Finance Management Act, 1999, Supply Chain Management procedures and other relevant prescripts. Sound knowledge of the ICT regulatory environment. Sound financial and economic monitoring/analysis capabilities, and proven change management abilities. Advanced knowledge of management and service delivery.
innovation, problem solving skills and analysis attributes. Be client and customer oriented and be computer literate. Excellent communication skills, both verbal and written. Analytical thinking and research skills. Strategic thinker / leader / manager who can operate at various levels and in a complex stakeholder environment. Sound knowledge of the political economy in terms of the ICT sector.

**DUTIES:**

Reporting to the Minister, the Director-General will be responsible for providing strategic leadership and direction in delivering the mandate of the Department. He/she will provide overall strategic leadership of the department to achieve the strategic goals and outcomes of the department. Act as the Accounting Officer of the Department in ensuring that the resources allocated to the department are optimally used to achieve the strategic objectives of the department. Coordinate and facilitate an affordable broadband access throughout the Republic, particularly in under-serviced areas (rural and townships) in line with SA Connect. Coordinate and facilitate the implementation and completion of BDM. Facilitate and coordinate the development of an inclusive Information Society and knowledge economy through the comprehensive e-strategy. Ensure that all the State-Owned Companies (SOCs) under this department function optimally and deliver on their respective mandates and where necessary they are rationalised in line with the recommendations of the Presidential Review Committee. Facilitate and contribute to the development of modern, sustainable, competitive and affordable Postal and ICT sector in the Republic. Ensure that there are effective and integrated policies to drive the growth of this sector in South Africa.

**ENQUIRIES:**
CERTIFICATE OF COMPLETION

PURC Leadership Workshop

has completed Practicing Leadership in a Political Environment

June 25, 2011, Gainesville, Florida USA

Name

Mark J. Amason
Director, Public Utility Research Center,
University of Florida

UF
Public Utility Research Center
University of Florida

STATION COMMANDER

2017-07-23

CLINIC SERVING CENTRE
HILLBROOK

MOIST FOR...
CERTIFICATE OF COMPLETION

PURC / World Bank
International Training Program
University of Florida

June 3-24, 2011, Gainesville, Florida USA

I have completed the PURC / World Bank International Training Program on Utility Regulation and Strategy.

Total Contact Hours: 70

[Signature]

[Stamp]
Certificate of Achievement

is awarded to

In Recognition of Successfully Completing the Program Requirements for

Regulatory Impact Analysis: Methodology for Cost-Benefit Analysis of Regulations

July 30 – August 10, 2012
Washington, DC

IP3
A Tetra Tech Company

The Institute for Public-Private Partnerships (IP3)
1611 North Kent St, Arlington, VA 22209

AUTHORIZED IACET PROVIDER

IP3 is authorized by IACET to offer 6.0 CEU's for this program
Certificate of Achievement

is awarded to

In Recognition of Successfully Completing the Program Requirements for

Public Sector Management, Governance & Fiscal Sustainability Techniques

April 6-17, 2015

Arlington, VA, USA

David Baxter

Director

The Institute for Public-Private Partnerships (IP3)

1320 N Courthouse Road, Suite 500, Arlington, VA 22201

IP3 is authorized by IACET to offer
6.0 CEU’s for this program
This is to certify that the three-year degree

BACCALAUREUS
COMMERCII (BCom)

was conferred this day at a
congregation of the University
upon

after complying with the provisions of the Act,
Statutes and Regulations of the University.

VICE-CHANCELLOR

REGISTRAR

Republic of South Africa
1 April 1905

Document Number
08050784 0818484
UNIVERSITY OF THE WITWATERSRAND,
JOHANNESBURG

This is to certify that
on 16 May 2006

having satisfied the requirements
is hereby granted the
Graduate Diploma in Engineering
Mining Engineering
Certificate of Competence

UNIVERSITY OF THE WITWATERSRAND
JOHANNESBURG

FACULTY OF COMMERCE, LAW & MANAGEMENT

GRADUATE SCHOOL OF
BUSINESS ADMINISTRATION

MANAGEMENT ADVANCEMENT
PROGRAMME

This is to certify that

attended and participated in the Programme during the period
21 FEBRUARY - 21 SEPTEMBER 2006

and has completed all the requirements prescribed for the programme.

[Signatures]

Date: 06 December 2006
We certify that

having complied with the requirements of the Higher Education Act
and the Institutional Charter and after having completed a programme
of study based on materials provided by The Open University, Milton Keynes,
United Kingdom was admitted to the degree of

MASTER OF BUSINESS ADMINISTRATION

as a congregation of the University

on 14 October 2014
CURRICULUM VITAE

[Name] (Member Institute of Directors)
Black South African Citizen Female

ID No:

[City]
Cell:
Email:

BRIEF PROFILE

Miss [Name] is a seasoned business executive with combined sixteen years work experience in areas of Corporate Strategy, Business Systems Implementation (ISO 9001:2008), Big Capital Project Financing (compliance and monitoring), Corporate Governance, and Financial Management. She also has ten years governance experience that she gained whilst serving in various Boards, Audit and other Committees, Rental Tribunal and lately a Regulating Committee member for ACSA and ATNS. This is coupled with good research and analytical skills, in macro – economics and finance. She is also passionate about good corporate governance practices, with emphasis on leadership effectiveness and business system improvements.

Academically she holds a Post Graduate Diploma in Business Administration (PDBA) from the University of Pretoria’s Gordon Institute of Business Science (Gibs), BCOM- Accounting and she is also a qualified Banker with CAIB (SA) from the Institute of Bankers of South Africa, specializing in Risk Management and Management of Credit Risk. She is also a registered Business Accountant in Practice with the Southern African Institute for Business Accountants. She also has a Corporate Governance course (Board Level) from the Institute for Chartered Corporate Secretaries Southern Africa (ICSA). She has also studied towards an MBA at Gibs which she did not complete.

QUALIFICATIONS

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Status</th>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Johannesburg</td>
<td>Currently Studying</td>
<td>Masters – Industrial Policy Development (Year 1 of 2)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Status</th>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institute of Chartered Secretaries – South Africa</td>
<td>Currently Studying</td>
<td>Chartered Company Secretary</td>
</tr>
<tr>
<td>(i) Corporate Governance - Passed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(ii) Corporate Administration – Passed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iii) Corporate Secretariat ship, - Writing In October 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iv) Corporate Financial Management –Writing October 2017</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Status</th>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Pretoria’s Gordon Institute of Business Science (Gibs)</td>
<td>Incomplete</td>
<td>MBA</td>
</tr>
<tr>
<td>(i) Corporate Finance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(ii) Financial Accounting,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iii) Management Accounting,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(iv) Macro Economics,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(v) Human Behavior and Performance in South Africa,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of Institution</td>
<td>University of Pretoria's Gordon Institute of Business Science (Gibs)</td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Completed</td>
<td>December 2010</td>
<td></td>
</tr>
<tr>
<td>Qualification</td>
<td>Post Graduate Diploma in Business Administration [NQF Level 8]</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Institute Of Bankers South Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>2001</td>
</tr>
<tr>
<td>Qualification</td>
<td>Certified Associate of the Institute of Bankers (SA) - CAIB (SA)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>University Of Transkei</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>1999</td>
</tr>
<tr>
<td>Qualification</td>
<td>Bcom – Accounting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>University Of Natal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>2006</td>
</tr>
<tr>
<td>Qualification</td>
<td>Customer Service Diploma</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>University of South Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>2002</td>
</tr>
<tr>
<td>Course</td>
<td>Auditing theory and practice</td>
</tr>
</tbody>
</table>
Last School Attended: Nyangulise High School  
Highest Standard Passed: Matric  

WORK EXPERIENCE – BOARDS AND AUDIT COMMITTEES

CURRENT POSITIONS HELD

<table>
<thead>
<tr>
<th>Name of Employer</th>
<th>Date: 01 April 2016 to 31 March 2019</th>
<th>Position: Regulatory Committee Member; Regulating CASA &amp; ATNS</th>
<th>Reporting to: National Minister Transport Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Employer</td>
<td>Date: 13 July 2016 to 31 July 2019</td>
<td>Position: Board Member – Estate Affairs Board; Chairperson – Finance &amp; Investment Committee; Member – Audit &amp; Risk Committees; HR and Remuneration Committee</td>
<td>Reporting to: National Minister Department of Human Settlements</td>
</tr>
<tr>
<td>Name of Employer</td>
<td>Date: 01 April 2015 to 31 March 2016</td>
<td>Position: Board Member; Audit and Risk Management Committee Member; Remuneration Committee Member</td>
<td>Reporting to: National Minister Environmental Affairs</td>
</tr>
<tr>
<td>Name of Employer</td>
<td>Date: 01 July 2016 to 30 June 2019</td>
<td>Position: Council Member</td>
<td>Reporting to: South African Heritage Resource Agency (SAHRA)</td>
</tr>
<tr>
<td>Name of Employer</td>
<td>Date: 01 September 2014 to 30 August 2017</td>
<td>Position: Member: Audit, Risk &amp; Performance Management Committee</td>
<td>Reporting to: Sol Plaatje Municipality</td>
</tr>
</tbody>
</table>

PAST GOVERNANCE POSITIONS HELD

<table>
<thead>
<tr>
<th>Name of Organisation</th>
<th>Position</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>South African Heritage Resource Council (SAHRA)</td>
<td>1. Audit Committee Member; 2. Chairperson Risk Management Committee</td>
<td>1. 1 July 2013 to 31 July 2016; 2. 1 August 2014 to 30 September 2016</td>
</tr>
<tr>
<td>Finance and Fiscal Commission of South Africa</td>
<td>Audit, Risk and Performance Committee Member</td>
<td>01 April 2010 to 31 March 2013</td>
</tr>
<tr>
<td>Company Name</td>
<td>Position held</td>
<td>Experience</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>---------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>National Department of Human Settlement</td>
<td>Board Member – Section responsible for the implementation of the Home Loan and Mortgage Disclosure Act (HLAMDA).</td>
<td></td>
</tr>
<tr>
<td>Mpumalanga Department of Human Settlement</td>
<td>Board Member and Tribunal Member</td>
<td></td>
</tr>
<tr>
<td>Albert Luthuli local municipality</td>
<td>Audit, Risk and Performance Committee Member</td>
<td></td>
</tr>
<tr>
<td>National Home Builders Regulatory Council (NHBRC)</td>
<td>Fund and Finance Advisory Board Committee of NHBRC</td>
<td></td>
</tr>
</tbody>
</table>

**CORPORATE CAREER HISTORY SUMMARY**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Position held</th>
<th>Experience</th>
<th>Duration</th>
<th>Reason for leaving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eskom Holdings SOC</td>
<td>Governance Project Manager</td>
<td>Corporate Governance, Committee Secretariat Work and Corporate Governance and Compliance Advisor.</td>
<td>1 January 2015 to 30 April 2016</td>
<td>Better career opportunities arose - Aspired to be a Regulating Committee Member for ICASA &amp; ATNS.</td>
</tr>
<tr>
<td>Office of the Company Secretary</td>
<td>Project Secretary for the Change Management Stream</td>
<td>Committee Secretariat Work and Corporate Governance and Compliance Advisor.</td>
<td>1 January 2014 to 30 April 2015</td>
<td>Secondment period expired</td>
</tr>
<tr>
<td>Eskom-Treasury Corporate Division</td>
<td>Management Accountant</td>
<td>Financial Management, Compliance and Financial Reporting.</td>
<td>01 February 2006 to 30 May 2008</td>
<td>Better career opportunities arose. Moved to Corporate Treasury</td>
</tr>
<tr>
<td>Eskom-Generation Division</td>
<td>Customer Executive</td>
<td>Business Customer and Revenue Management.</td>
<td>01 December 2004 to 31 January 2006</td>
<td>Better career opportunities arose. Moved back to Finance</td>
</tr>
<tr>
<td>Eskom-Distribution Division</td>
<td>Graduate In Training</td>
<td>Trained in all key financial accounting functions</td>
<td>01 December 2002 to 30 August 2004</td>
<td>Training period was completed.</td>
</tr>
<tr>
<td>----------------------------</td>
<td>----------------------</td>
<td>--------------------------------------------------</td>
<td>---------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>ABSA Bank, now Barclays Bank</td>
<td>Credit Analyst</td>
<td>Analysing and advising on credit risk on business lending applications</td>
<td>01 April 2000 to 30 November 2002</td>
<td></td>
</tr>
</tbody>
</table>

**ADDITIONAL TRAINING**

- Institute of Chartered Secretaries Southern Africa: The Role of Company Secretary.
- The Institute of Directors South Africa attended training on Audit and Risk Committee, effectiveness.
- University of Cape Town, Graduate School of Business attended an "Economic Regulation for Energy Sector"
- University of Pretoria's, Gordon's Institute Business School (GIBS) attended a course on "Scenario Planning"

**REFERENCES**

1. Chairman Estate Agency Affairs Board  
   Cell: [redacted]  
   Email: [redacted]

2. Financial Risk Management Specialist  
   Cell: [redacted]  
   Email: [redacted]

3. Eskom Holdings Ltd  
   Executive Manager Systems & Projects Delivery  
   Tel: [redacted]  
   Cell: [redacted]  
   Email: [redacted]

4. Risk Management Specialist  
   Cell: [redacted]  
   Email: [redacted]

5. Advocate  
   Member – Mqumalanga Tribunal and in private practice  
   Cell: [redacted]
The Department of Public Enterprises  
Attention: The HR Practitioner  
Pretoria  

Dear Sir/Madam  

RE: APPLICATION FOR EMPLOYMENT - DIRECTOR-GENERAL - REF. NO.  
DPE/2019/010  

May you kindly consider the attached resume for the aforementioned position as advertised in The Sunday Times Business Times Careers dated 07/07/2019. I am a mature professional with more than 20 years practical experience from both strategic and technical perspectives acquired from various sectors.  

I possess practical experience and have been exposed in the fields such as national budget process, project finance, public finance management, energy sector specialist, construction, corporate governance, risk, supply chain management, human resource and operations management, business process re-engineering, research, policy and strategy development and implementation thereof, budgeting, cost control, economic & technical regulation, compliance monitoring and enforcement, financial analysis, economic and market research, programme & project management, etc.  

I have been serving in two boards of two national associations for a combined period of 5 years, namely, the Fossil Fuel Foundation of Southern Africa and the South African National Energy Association.  

I am also a professional Coach and Mentor as well as an accredited Assessor and Moderator.  

I am capable of working effectively under pressure and can operate at all levels including board and ministerial advisory, Parliament and international bodies such as the World Bank, International Monetary Fund, G20 countries and continental bodies.  

Yours sincerely  

[Signature]  

Head: Energy Portfolio @ OUTA
Lead Member of NERSA at the South African Energy Association – March 2005 to 30 Sept 2016; 
Member of the South African Bureau of Standards on Low smoke fuels – August 2003 to Feb 2005; and 
Member of the SAMREC – JSE, Mining Task Team on codes of reporting – July 2003 to February 2005.

SECTION F

REFEREES

1. [Name] – Senior Manager, Board Secretariat @ NERSA (ex-supervisor) -
   Tel: [Number] - Email: [Email]
2. [Name] – Chief Executive Officer of the National Ports Regulator (former supervisor) -
   Tel: [Number] - Email: [Email]
3. [Name] – Senior Manager at SANERI (ex-supervisor) -
   Tel: [Number] - Email: [Email]
4. [Name] – Executive Manager (ex supervisor) -
   Tel: [Number] - Email: [Email]
5. [Name] – Executive Director (CEO) – Southern African Youth Movement (NGO) –
   Tel: [Number] - Email: [Email]
6. [Name] – COUTA: Chief Operating Officer, current supervisor -
   Tel: [Number] - Email: [Email]
7. [Name] – COUTA: CEO – Tel: [Number] - Email: [Email]


5. Recognized representative of National Treasury in Forums of engagement – i.e. Conferences; Workshops; Seminars - always invited as Speaker – ongoing basis.

6. Minister of Finance gave positive written remarks about the contributions I make to the national policy development framework through constructive inputs into the compilation of Cabinet Memoranda for the Minister's use at Cabinet on various policy development options during Committee meetings – during 2005.

7. Positively influencing the national energy policy direction and witness many of my inputs being approved by Cabinet without questioning due to way in which the details and analysis was comprehensively outlined with recommended alternative courses of action.

8. Successfully represented South Africa in the G-20 international committee on energy subsidies and was instrumental in the establishment of the G-20 Energy Working Group.

9. Successfully represented South Africa and National Treasury by presenting and giving media interviews at both local and international conferences without bringing the country into disrepute.

10. Delivered presentations at ±35 national and international conferences.

SECTION E

MEMBERSHIP(S)

- Regional Energy Regulators' Association – Chair of Technical Regulation subcommittee between 01/04/2012 to 30/09/2015
- Board Member of the Fossil Fuel Foundation of Southern Africa from October 2004 to date;
- Lead representative of South African Government via the Ministry of Finance at the G20 conventions, especially on energy policy and regulation matters – May 2009 to 30/09/2010;
- South African Grid Code Advisory Committee – lead member of NERSA – 10/10/2010 to 30/09/2015;
- Industry Expert Team – lead member of NERSA since October 2010 to 30/09/2015;
- Member of the IDTT, Inter-Ministerial Committee on Energy – serve in the working groups dealing with the Country Plan, EEDSM, EDI Restructuring, Effect on the poor, Renewables, etc.
- Lead Member (National Treasury rep) in the South African National Energy Association;
- Lead Member (NT) of the National Electricity Emergency Response Team (NERT) and its Working Groups since January 2008 to 2010;
- Tradable Renewable Energy Certificates (TREC) National Task Team – June 2007 to 2010;
- South African Wind Energy Programme (SAWEP) National Task Team – February 2008 to 2011;
- Council Member of the Fossil Fuel Foundation of Southern Africa – June 2003 to date;
- Member of the National Task Team on the provision of Free Basic Services – March 2006 to 2011;
compliance by the petroleum licensees by ensuring that they comply with the license conditions; management of consultants; compile submissions and write reports about findings as well as making presentations to various audiences.

Reason for leaving: Resigned - Offered better employment opportunity at the National Treasury.

SECONDMENT

Acting Researcher: Petroleum Pipelines

Duties:

Desktop research, policy analysis and discussion/ or position papers for decisions on:
- Licence application, rules, requirements and conditions,
- Access and dissemination of information for tribunal/public hearings,
- Compile reports and write submissions to management and make presentations thereon; and
- Undertake regulatory responsibilities of the Regulator Members versus performing Secretariat duties


Previous Employer: National Electricity Regulator (NER)

Position: Policy Researcher

Period: 01 March 2005 – 09 October 2005

Duties:

Policy formulation, monitoring and analysis. Conduct research and write articles (includes publication in the NER Quarterly Journal).

Issues engaged in:

Drafted Procurement Management Policy; National Free Basic Services Task Team member; Draft Free Basic Electricity regulation policy; Drafted the NERSA Cellular phone policy; Drafted Asset Management Policy; Undertook various policy reviews and legislation.

Evaluated the EEDSM policy; and Stakeholder Policy Input Report on Eskom multi-year price determination; presentations; compile reports and submissions for consideration by the Management Committee (ManCo) and the NERSA Board.

Reason for leaving: Seconded to the office of the Board Member responsible for the national regulation of the petroleum pipelines industry.

Previous Employer: Department of Minerals and Energy (DME)
<table>
<thead>
<tr>
<th>Position</th>
<th>Principal Energy Officer (Programme/Project)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period</td>
<td>08 June 2003 to 28 February 2005</td>
</tr>
<tr>
<td>Duties</td>
<td>Project management; draw project specifications (terms of reference; enforce BEE compliance by service providers/consultants; project monitoring and evaluation; project site inspections; serve as Project Manager for Coal Discard and Coal Resources and Reserves Inventory; Carbon sequestration in South Africa; serve as Committee Administrator for various National Steering Committees established for project implementation purposes; managed own budget worth R284 million and ±150 part-time project staff complement; contract and procurement management; policy analysis and implementation of approved interventions; make presentations as part of the stakeholder management process; compile submissions and write comprehensive reports for utilization by management.</td>
</tr>
<tr>
<td>Reason for leaving</td>
<td>Resigned - Received a better offer at a NERSA for a higher position</td>
</tr>
<tr>
<td>Previous Employer</td>
<td>Transnet Limited (trading as Spoornet)</td>
</tr>
<tr>
<td>Position</td>
<td>Assistant Manager (Level 610 – Middle management)</td>
</tr>
<tr>
<td>Period</td>
<td>02 February 1995 to 05 May 2000</td>
</tr>
<tr>
<td>Duties</td>
<td>Undertaking market research and competition analysis; conduct benchmark studies with international railroads; spot market analysis; price analysis; contract management; making presentations to management and various stakeholders; undertake market segmentation modelling; give input to the strategic planning and business planning process; sectoral scanning; Industry analysis; play an integral role in the next week business planning for the general coal freight business and the export business; developed a database on rail rate (export line) historical trends; compilation of submissions and report writing.</td>
</tr>
</tbody>
</table>

**SECTION D**

**CAREER HIGHLIGHTS (ACHIEVEMENTS)**

1. Mentoring and Coaching Young/Emerging Entrepreneurs – The Innovation Hub Membership Programme since 2012 to date.
2. Best Project Manager of the Year – received a Rising Star Award from the Minister of Minerals and Energy for exceptional performance – December 2004.
SUMMARY PROFILES OF ICASA COUNCIL NOMINEES  
(OCTOBER 2019)

Candidate 1

Name:  

Sex: Male

Age: 41

Qualifications: B. Com (Law) (current); B.Tech in Journalism; National Diploma in Journalism; Certificate in Multimedia Management; Certificate in Multi-Cultural Leadership Foundation

Occupation: Managing Director

Companies worked for: HUNDRED flowers Integrity and Reputation Management; Reputegrity Compliance and Ethics Solutions, NTP Radiosotopes; Department and Ministry of Public Enterprises, Department of Agriculture, Forestry and Fisheries, Walter Sisulu University; Northern Cape Department of Economic Development, Tourism and Conversation.

Board Membership: None

Nominate by:  

Candidate 2

Name:  

Sex: Male

Age: 45

Qualifications: Senior Education Diploma, BA, BA Honours, Advanced Management Programme, Certificate in Labour Relations, MA (Afrikaans), Masters in Business Administration, Doctor of Philosophy in Business Administration.

Occupation: Governance and Intergovernmental Relations Manager

Companies worked for: Matsimaholo Local Municipality, North West University, Free State Department of Education, Clicks Store, Vista University

Board Membership: None
<table>
<thead>
<tr>
<th>Candidate 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name:</strong></td>
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<tr>
<td><strong>Sex:</strong></td>
</tr>
<tr>
<td><strong>Age:</strong></td>
</tr>
<tr>
<td><strong>Qualifications:</strong></td>
</tr>
<tr>
<td><strong>Occupation:</strong></td>
</tr>
<tr>
<td><strong>Companies worked for:</strong></td>
</tr>
<tr>
<td><strong>Board Membership:</strong></td>
</tr>
<tr>
<td><strong>Nominated by:</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Candidate 4</th>
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<tbody>
<tr>
<td><strong>Name:</strong></td>
</tr>
<tr>
<td><strong>Sex:</strong></td>
</tr>
<tr>
<td><strong>Age:</strong></td>
</tr>
<tr>
<td><strong>Qualifications:</strong></td>
</tr>
<tr>
<td><strong>Occupation:</strong></td>
</tr>
</tbody>
</table>
Board Membership: South African Special Risk Insurance, Trans-Caledon Tunnel Authority

Nominated by: [Redacted]

Candidate 5

Name: [Redacted]

Sex: Male

Age: 44

Qualifications: Postgraduate Diploma in Labour, Bachelors in Management and Leadership, Executive Management Development Programme

Occupation: Director

Companies worked for: Department of Roads and Public Works, Department of Economic Development & Tourism, Northern Cape Gambling Board, ABSA, All Pay and Telkom.

Board Membership: None

Nominated by: [Redacted]

Candidate 6

Name: [Redacted]

Sex: Male

Age: 55

Qualifications: Master of Business Administration and Mechanical Engineering (African History)

Occupation: Managing Director

Companies worked for: Novelto Projects and Dot Advisors, Nedbank Capital, Emergia Solutions, Bamad Jacobs Melket, M-Net, MultichoiceSA, Boumat Ltd, Eskom

Board Membership: Previously served on HFR and NEMISA Boards
Candidate 7

Name: [redacted]
Sex: Male
Age: 46


Occupation: Managing Director

Companies worked for: Khabu Solutions, Buffalo City Development Agency, Aspire, Nelson Mandela Institute, CKI FM

Board Membership: Aspire

Nominated by: [redacted]

Candidate 8

Name: [redacted]
Sex: Male
Age: 62

Qualifications: BA in Political Science, History and Psychology, BA Honours in Political Science, Master's Degree in International Relations, Master's Degree in South Africa Political Economy.

Occupation: Retired

Companies worked for: Eskom, Microsoft, Parliament of South Africa, Department of Education

Board Membership: Information Technology Association of South Africa

Nominated by: [redacted]

Candidate 9
Name:  

Sex:  Male  

Age:  87  

Qualifications:  Master of Business Leadership, B.Sc. Honours in Computer Science, B.Sc. in Computer Science  

Occupation:  Co-Founder and Director  

Companies worked for:  Grey Matter Consulting (Pty) Ltd; Department of Defence; Department of Justice and Constitutional Development; Siemens IT Solutions and University of Pretoria.  

Board Membership:  None  

Nominated:  

---  

Candidate 10  

Name:  

Sex:  Female  

Age:  42  

Qualifications:  Bachelor of Business Science and Matric.  

Occupation:  Chief Operations Officer  

Companies worked for:  RE/MAX of Southern Africa, Z-Capital Group, Lizizi Consulting, Accenture (UK&SA)  

Board Membership:  Estate Agency Affairs Board, RE/MAX Southern Africa and Better Life Group  

Nominated by:  

---  

Candidate 11  

Name:  

Sex:  Male
Age: 25
Qualifications: Matric
Occupation: Presidential Commission on 4IR
Companies worked for: Presidency, Invest in Future Currency, NDA Logistics, Foodz Holdings, NDA Media
Board Membership: Presidential Commission on 4IR
Nominated by:

Candidate 12
Name: 
Sex: Female
Age: 46
Qualifications: Master's Degree in Fine Arts and Matric
Occupation: Consultant / Managing Director/Lecturer
Companies worked for: Big Fish Film School, RIA Reputation Insight Agency, Parliament of RSA
Board Membership: Media Development and Diversity Agency
Nominated by:

Candidate 13
Name: 
Sex: Male
Age: 58
Qualifications: Master of Arts in Development Economics, Bachelor of Arts in Economics, Diploma in Business Administration (Accounting) and Matric.
Occupation: Commissioner
Companies worked for: National Planning Commission, Public Protector,
ICASA, Black Management Forum, National Gambling Board, Minister of Labour, Department of Science and Technology, DBSA, TelkomSA and FNB


Nominated by: [Redacted]

**Candidate 14**

Name: [Redacted]

Sex: Male

Age: 48

Qualifications: Bachelor of Education Honours, Higher Education Diploma, Senior Teacher’s Diploma and Metric

Occupation: Deputy Director

Companies worked for: Western Cape Education Department and False Bay TVET College.

Board Membership: None

Nominated by: [Redacted]

**Candidate 15**

Name: [Redacted]

Sex: Female

Age: 35

Qualifications: Diploma in Information Technology, Diploma in Project Management, Diploma in Payrol, Microsoft Certified Information Technology Professional

Occupation: Managing Director

Companies worked for: Sigma IT, 2H Consulting Services.

Board Membership: None

Nominated by: [Redacted]
<table>
<thead>
<tr>
<th>Candidate 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>Sex: Female</td>
</tr>
<tr>
<td>Age: 46</td>
</tr>
<tr>
<td>Qualifications: Bachelor of Science, ND Electrical Engineering, Certificate in Financial Management, Masters of Management in ICT Policy and Regulation</td>
</tr>
<tr>
<td>Occupation: Not clear on CV</td>
</tr>
<tr>
<td>Companies worked for: TFR Training Institute, Telkom, Ziko Business Solutions, Transnet, ICASA, TransTel and SATRA</td>
</tr>
<tr>
<td>Board Membership: None</td>
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<tr>
<td>Nominated by:</td>
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<table>
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<tr>
<th>Candidate 17</th>
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</thead>
<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>Sex: Female</td>
</tr>
<tr>
<td>Age: 65</td>
</tr>
<tr>
<td>Qualifications: Bachelor Degree in Public Administration and Master's in Business Administration.</td>
</tr>
<tr>
<td>Occupation: Not clear on CV</td>
</tr>
<tr>
<td>Companies worked for: Naledi Local Municipality, National Department of Public Works, Mmabatho Regional Office</td>
</tr>
<tr>
<td>Board Membership: Consumer Court in Mahikeng and North West Names Committee</td>
</tr>
<tr>
<td>Nominated by:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Candidate 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>Nominated by:</td>
</tr>
</tbody>
</table>

Board Membership: Engineering Council of South Africa and Amazotsha Investment Holdings

Nominated by: SACF

Candidate 56

Name: 

Sex: Female

Age: 60

Qualifications: Bachelor of Social Science, Bachelor of Social Science Honours Degree and Matric

Occupation: Commissioner

Companies worked for: Public Service Commission, South African Broadcasting Corporation, Department of Communications, Commission on Gender Equality, University of Natal and Speak Women's Magazine

Board Membership: Public Service Commission

Nominated by: Commissioner

Candidate 57

Name: 

Sex: Male

Age: 42


Occupation: Group Chief Information Officer and Chief Digital Officer
Honours in Accounting, Postgraduate Diploma in International Tax and M. Com in SA and International Tax.

Occupation: Managing Director/Regional Director

Companies worked for: FD Centre, Gioberti Investments, Emfuleni Voarkale (Pty) Ltd, The Lamb Shack (Pty) Ltd, Citigroup, FirstRand Banking Group


Nominated by: 

Candidate 54

Name: 
Sex: Female
Age: 44
Qualifications: Master of Business Leadership, Master of Philosophy in Economic Policy, Bachelor of Social Science Honours in Economics, Bachelor of Social Science and Matric.

Occupation: Manager

Companies worked for: Competition Commission South Africa, Department of Education and Department of Public Enterprises.

Board Membership: None

Nominated by: National Association of Broadcasters

Candidate 56

Name: 
Sex: Male
Age: 42
Qualifications: Master in Business Administration, National Diploma in Electrical Engineering and Matric.

Occupation: Executive Chairman
Candidate 58

Name: 
Sex: Male
Age: 46
Qualifications: Master in Management in Public Policy and Regulation Management and Postgraduate Degree in Telecommunications, Media and ICT Policy for Development
Occupation: General Manager
Companies worked for: SAP University Alliance, Department of Science and Technology, Forge Ahead, OSISA and Wits University
Board Membership: Action Aid South Africa
Nominated by: 

Candidate 59

Name: 
Sex: Male
Age: 72
Qualifications: Bachelor of Science in Electrical Engineering, Datametrics Diploma and Matric
Occupation: Consultant in Telecommunications Wireless Solutions
Companies worked for: Tellumat Integrated Solutions and Eskom Holdings
Board Membership: None

Nominated by: 

Candidate 60

Name: 

Sex: Female

Age: 48

Qualifications: Doctor Technologiae in Business Administration, Master Legum in Human Rights, LLB and B.Lurs

Occupation: Legal and Governance Practitioner

Companies worked for: UNISA, National Consumer Tribunal, Aviva Business Consulting, Public Protector South Africa, National Department of Transport, SASSA, Central University of Technology and Bloemfontein Bar.

Board Membership: International Association of Certified Fraud Examiners Advisory Council, Road Accident Fund, South African Institute of Drug-Free Sport, Aviva Business consulting

Nominated by: 

Candidate 61

Name: 

Sex: Female

Age: 64


Occupation: Managing Director


Board Membership: South African Qualifications Authority Board and DTI Special Development Zones
### Candidate 62

<table>
<thead>
<tr>
<th>Name</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>67</td>
</tr>
<tr>
<td>Qualifications:</td>
<td>National Diploma for Technicians, National Higher Diploma in Management Practice and Matric</td>
</tr>
<tr>
<td>Occupation</td>
<td>Independent Consultant</td>
</tr>
<tr>
<td>Companies worked for:</td>
<td>Linden Petzer Consulting, Department of Telecommunications and Postal Services and South African Council for Space Affairs</td>
</tr>
<tr>
<td>Board Membership:</td>
<td>Not clear on CV</td>
</tr>
<tr>
<td>Nominated by:</td>
<td>National Association of Broadcasters</td>
</tr>
</tbody>
</table>

### Candidate 63

<table>
<thead>
<tr>
<th>Name</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>50</td>
</tr>
<tr>
<td>Qualifications:</td>
<td>BA Honours in Economics, BA in Mathematics and Economics and Matric</td>
</tr>
<tr>
<td>Occupation</td>
<td>Not clear on CV</td>
</tr>
<tr>
<td>Companies worked for:</td>
<td>National Consumer Commission, Development Bank of Southern Africa and ICASA</td>
</tr>
<tr>
<td>Board Membership:</td>
<td>None</td>
</tr>
<tr>
<td>Nominated by:</td>
<td>Self-Nomination</td>
</tr>
</tbody>
</table>

### Candidate 64

<table>
<thead>
<tr>
<th>Name</th>
<th></th>
</tr>
</thead>
</table>

Sex: Male
Age: 52


Occupation: Managing Director / Founder

Companies worked for: BLR Business Consulting, Vula Investment Holdings, Ndizani, Kusile Computers, Group 5 Roads

Board Membership: None
Nominated by: [Blank]

Candidate 65
Name: [Blank]
Sex: Male
Age: 79

Qualifications: Doctor of Philosophy, Master's Degree and Diploma in Chartered Society of Physiotherapy.

Occupation: Honorary President

Companies worked for: South African National Council for the Blind, South African Disability Development Trust

Board Membership: South African Breweries - Trustee
Nominated by: [Blank]

Candidate 65
Name: [Blank]
Sex: Male
Age: 74
Qualifications: M. Engineering in Electronics, B.Sc Honours Degree in Electrical Engineering and B.Sc in Electrical Engineering.

Occupation: Consultant in the Telecommunications sector

Companies worked for: Independent Communications Authority of South Africa, Kapele Telecommunication Network, Motorola, Sentech and CSIR.

Board Membership: None

Nominated by: [signature]

Candidate 67

Name: [signature]

Sex: Female

Age: 43

Qualifications: PhD in Cultural & Media Studies, Master of Arts in Media & Cultural Studies, BA Honours in Broadcasting Studies, Diploma in Applied Journalism and Matric

Occupation: Executive Dean: Faculty of Arts & Design

Companies worked for: Durban University of Technology, Global Alliance for Improved Nutrition, Development Bank of Southern Africa, Gender Links and Media Institute of Southern Africa-South Africa.

Board Membership: DHET Creative Outputs and Innovations Advisory Panel, National Institute for the Humanities and Social Sciences, South African Humanities Deans Association and South African Centre for Digital Language Resources

Nominated by: [signature]

Candidate 68

Name: [signature]

Sex: Male

Age: 62
Qualifications: B.Sc Honours in Engineering and MDP

Occupation: Not clear on CV

Companies worked for: Independent Communications Authority of South Africa, AfrISPA, ISPA, QuickStep/ZAnet, De Beers / Anglo Group, National Telephone System

Board Membership: None

Nominated by: [Name Redacted]

Candidate 69

Name: [Name Redacted]

Sex: Male

Age: 46


Occupation: Special Advisor to Minister

Companies worked for: Ministry of Communications & Digital Technologies, ICASA, Wits Link Centre, Ericsson, SAAB-GrinTek and TransTel.

Board Membership: None

Nominated by: [Name Redacted]

Candidate 70

Name: [Name Redacted]

Sex: Male

Age: 57

<table>
<thead>
<tr>
<th>Occupation:</th>
<th>Complaints and Compliance Committee member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Companies worked for:</td>
<td>Independent Communications Authority of South Africa, MICT Seta, Mpumalanga Regional Training Trust and TelkomSA Limited.</td>
</tr>
<tr>
<td>Board Membership:</td>
<td>None</td>
</tr>
<tr>
<td>Nominated by:</td>
<td></td>
</tr>
</tbody>
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**Candidate 71**

<table>
<thead>
<tr>
<th>Name:</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Sex:</td>
<td>Female</td>
</tr>
<tr>
<td>Age:</td>
<td>32</td>
</tr>
<tr>
<td>Qualifications:</td>
<td>Bachelor's Degree In Psychology &amp; Organisational Psychology and NQF Level 5 Radio Broadcasting.</td>
</tr>
<tr>
<td>Occupation:</td>
<td>Chief Executive Officer / Founder</td>
</tr>
<tr>
<td>Companies worked for:</td>
<td>Nonala Tose Productions (Pty) Ltd, South African Broadcasting Corporation, Clicks Live Retail Radio, Kaya FM, Heads Up Africa Radio, Midrand Community Radio, Marie Claire Magazine and YFM</td>
</tr>
<tr>
<td>Board Membership:</td>
<td>None</td>
</tr>
<tr>
<td>Nominated by:</td>
<td>Self-Nomination</td>
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</tbody>
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**Candidate 72**

<table>
<thead>
<tr>
<th>Name:</th>
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<tbody>
<tr>
<td>Sex:</td>
<td>Male</td>
</tr>
<tr>
<td>Age:</td>
<td>58</td>
</tr>
<tr>
<td>Occupation:</td>
<td>Independent Specialised ICT Expert Consultant</td>
</tr>
</tbody>
</table>
Board Membership:  
Leratong Provincial Hospital

Nominated by:  

Candidate 73

Name:  

Sex:  
Male

Age:  
40

Qualifications:  
Certificate in Project Management, Certificate in Competition Law, Certificate in Telecommunications Law, Executive Development Programme, B. Proc (Law) and Matric

Occupation:  
Founder and Director

Companies worked for:  
Tsotetsi Attorney’s Inc., Law Society of South Africa, Independent Communications Authority of South Africa and Vista University.

Board Membership:  
None

Nominated by:  
National Association of Broadcasters

Candidate 74

Name:  

Sex:  
Male

Age:  
40

Qualifications:  
Master of Business Management and Administration, Bachelor of Accounting Sciences Honours Degree, Bachelor of Commerce and Advance Diploma in Accounting Sciences

Occupation:  
Independent Governance Practitioner

Companies worked for:  

Board Membership:  None
Candidate 75

Name: [redacted]

Sex: Male

Age: 66

Qualifications: Master of Arts in the Field of ICT Policy & Regulation, Managing the Telecommunications Environment, Policy & Regulation, National Higher Diploma and Leadership & Management Development Programme

Occupation: Councillor

Companies worked for: Independent Communications Authority of South Africa, Nactel, Pygma Consulting, Department of Communications, PSITEK (Pty) Ltd and SATRA.

Board Membership: ICASA Council

Nominated by: [redacted]
PERSONAL DETAILS

SURNAME
FIRST NAMES
TITLE
GENDER
DATE OF BIRTH
ID NUMBER
NATIONALITY
MARITAL STATUS
DEPENDANTS
DRIVER'S LICENCE
HEALTH STATUS
POSTAL ADDRESS

: [Redacted]
: [Redacted]
: MRS
: FEMALE

: [Redacted]
: SOUTH AFRICAN
: WIDOWED
: 02
: C1
: GOOD
: PO BOX 1686
LENYENYE

TELEPHONE (WORK)
FAX (WORK)
CELL NUMBER

: [Redacted]

EDUCATIONAL DETAILS

NAME OF INSTITUTION
COURSE
YEAR

: UNISA
: MASTER OF ARTS IN COMMUNICATION SCIENCES
: CURRENT

: UNISA
: BA HOUNORS INT ORG. COMMUNICATION (NQF 8)

SUBJECT PASSED
RELATIONS
YEAR PASSED

: COM 4805 – INTERGRATED COMM AND ORGAN
: COM 4805 – ORGANISATIONAL COMM. THEORY
: COM 4807 – MARKETING COMM. ADVERTS PUBLIC
: COM4806 – ORGANISATIONAL COMM

: 2018
<table>
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<tr>
<th>INSTITUTION</th>
<th>WITS SCHOOL OF GOVERNANCE</th>
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<tr>
<td>COURSES PASSED</td>
<td>LEADERSHIP IN MUNICIPAL GOVERNANCE (NQF 7)</td>
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<td>LEADERSHIP AND PUBLIC VALUE</td>
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<td>GOVERNANCE AND OVERSIGHT</td>
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<td>POLICY STRATEGY AND PLANNING</td>
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<td>LOCAL ECONOMICS AND FINANCE</td>
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<td>YEAR PASSED</td>
<td>2017</td>
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| NAME OF INSTITUTION        | UNIVERSITY OF PRETORIA                    |
| COURSE                    | MUNICIPAL FINANCIAL MANAGEMENT            |
| QUALIFICATION             | NQF LEVEL 6 (SUBJECTS PASSED ARE AVAILABLE ON REQUEST) |
| NAME OF INSTITUTION        | UNISA                                     |
| QUALIFICATION             | THIRD LEVEL COMMUNICATIONS (FOR HONOURS ADMISSION) |
| YEAR                      | JANUARY 2016                              |

| NAME OF INSTITUTION        | UNISA                                     |
| QUALIFICATION             | NATIONAL DIPLOMA IN PUBLIC RELATIONS       |
| SUBJECTS PASSED           | COMMUNICATION SCIENCE, LEVEL 1 TO 3, PUBLIC RELATION, LEVEL 1 TO 3, MEDIA STUDIES, LEVEL 1 TO 3, BUSINESS MANAGEMENT, COMMUNICATION IN ENGLISH, MARKETING, INDUSTRIAL RELATIONS, COMMERCIAL LAW, PSYCHOLOGY, PREPRAC |
| YEAR OBTAINED             | 2010                                      |

| NAME OF INSTITUTION        | UNIVERSITY OF JOHANNESBURG                |
| QUALIFICATION             | SHORT LEARNING PROGRAMME                  |
| SUBJECT PASSED            | LOCAL DEMOCRACY AND LOCAL GOVERNANCE (LODLOG) |
| NQF LEVEL                | 5                                         |
| YEAR                     | 2013                                      |
**NAME OF INSTITUTION**: TECHNIFIN PRETORIA  
**QUALIFICATION**: LOCAL GOVERNMENT CERTIFICATE  
**SUBJECTS PASSED**: LEGISLATIONS, STRUCTURES ACT, HUMAN RESOURCE MANAGEMENT, FINANCIAL MANAGEMENT  
**YEAR OBTAINED**: 2003

<table>
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<th>NAME OF INSTITUTION</th>
<th>QUALIFICATION</th>
<th>SUBJECTS PASSED</th>
<th>YEAR OBTAINED</th>
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<tr>
<td>UNISA</td>
<td>PUBLIC MANAGEMENT AND DEVELOPMENT</td>
<td>PUBLIC OFFICE MANAGEMENT</td>
<td>2003</td>
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<tr>
<td>UNISA</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
<td>PERSONNEL MANAGEMENT</td>
<td>2001</td>
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<table>
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<tr>
<th>NAME OF INSTITUTION</th>
<th>QUALIFICATION</th>
<th>SUBJECTS PASSED</th>
<th>YEAR OBTAINED</th>
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</thead>
<tbody>
<tr>
<td>Grace Shope Mapulaneng Computer School</td>
<td>SECRETARIAT DIPLOMA</td>
<td>OFFICE PRACTICE, COMMUNICATION, ACCOUNTING, TYPING 45WPM, COMPUTER PRACTICE</td>
<td>1994</td>
</tr>
</tbody>
</table>

**INSTITUTION**: SEKABA HIGH SCHOOL  
**HIGHEST GRADE PASSED**: GRADE 12  
**YEAR OBTAINED**: 1992

**PROFESSIONAL OR WORK EXPERIENCE**

**SERVICE DELIVERY EXPERIENCE**

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<tr>
<th>NAME OF INSTITUTION</th>
<th>COUNCIL SPEAKER</th>
<th>DUTIES</th>
<th>DURATION</th>
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<tbody>
<tr>
<td>Greater Tzaneen Municipality</td>
<td></td>
<td>PROCESSING AND ADOPTING OF BY-LAWS, PRESIDING OVER COUNCIL SITTINGS, LIASING WITH COMMUNITIES, DISPUTES RESOLUTIONS, AND ALL ATTENDING TO ALL COUNCIL MATTERS, RESPONSIBLE FOR PUBLIC PARTICIPATION, LIASING WITH ALL STAKEHOLDERS INTERNAL AND EXTERNAL, RESPONSIBLE FOR IDP/PMS AND BUDGET</td>
<td>AUGUST 2016 TO DATE</td>
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<tr>
<td>NAME OF INSTITUTION</td>
<td>GREATER TZANEEN MUNICIPALITY</td>
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<td>POSITION</td>
<td>MAYOR</td>
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<tr>
<td>DUTIES</td>
<td>PROCESSING AND ADOPTING OF BY LAWS, HEAD OF THE MUNICIPAL AREA, LIAISING WITH COMMUNITIES ON MATTERS OF COUNCIL AND ALL DEPARTMENTS, RESPONSIBLE FOR PUBLIC PARTICIPATION, CEREMONIAL ACTIVITIES</td>
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<tr>
<td>NAME OF INSTITUTION</td>
<td>LETABA HOSPITAL</td>
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<td>POSITION</td>
<td>COMMUNICATION LIASON OFFICER</td>
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<td>DURATION</td>
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<tr>
<td>DUTIES</td>
<td>LIAISE, STRENGTHEN AND PROVIDE SUPPORT TO GOVERNMENT STRUCTURES, COORDINATE VOLUNTEER PROGRAMMES IN THE HOSPITAL AND DISTRICT, LIAISE WITH HEALTH AND SOCIAL DEVELOPMENT ORGANISATIONS AND OTHER RELEVANT STRUCTURES THAT OPERATE IN THE AREA OF THE INSTITUTION, ASSIST PROVINCIAL OFFICE WITH THE MEDIA AND COMMUNICATIONS ACTIVITIES INCLUDING MANAGEMENT PROJECTS, FUNCTIONS AND MEETINGS, ADVICE INSTITUTIONAL MANAGEMENT, MAKE STRATEGIC INTERVENTION ON SERVICE DELIVERY</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>NAME OF INSTITUTION</td>
<td>PARLIAMENT OF SOUTH AFRICA</td>
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<tr>
<td>POSITION</td>
<td>ADMINISTRATOR/ PARALEGAL SECRETARY</td>
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<tr>
<td>DURATION</td>
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</tr>
<tr>
<td>DUTIES</td>
<td>LINKING THE GOVERNMENT WITH THE COMMUNITY, ASSISTING COMMUNITIES TO INITIATE PROJECTS,DRAWING BUSINESS PLAN, PROPOSAL AND PROJECTS CONSTITUTIONS, ADVISORY OFFICE, HELP COMMUNITIES WITH LAND CLAIM COMPENSATION CLAIMS, HANDLING SOCIAL PROBLEMS, RESOURCE CENTRE FOR GAZETTE, BILLS AND ACTS</td>
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<tr>
<td>NAME OF INSTITUTION</td>
<td>LESEDI COMMUNITY DEVELOPMENT ASSOCIATION</td>
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<td>POSITION</td>
<td>SECRETARY</td>
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<tr>
<td>DURATION</td>
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<tr>
<td>DUTIES</td>
<td>ADMINISTERING OFFICE DOCUMENTS, MANAGING SUPERVISOR’S DIARY, DRAFTING BUSINESS PLANS, RECEIVING AND MAKING CALLS, PREPARING PAYROLL, ARRANGING ACCOMMODATION FOR STAFF</td>
<td></td>
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</tr>
</tbody>
</table>
• Monitoring time flow study and patient satisfactory survey.

EVENT MANAGER – MANAGE ALL HOSPITAL AND DISTRICT EVENTS

COORDINATE THE IMPLEMENTATION OF ALL THE HOSPITAL EVENTS
• Manage all district events and award ceremonies

COORDINATE VOLUNTEER PROGRAMS
• Coordinate volunteers to do time flow studies
• Facilitate the development of the unit policies
• Facilitate and conduct staff and client satisfaction surveys
• Facilitate improvement plan projects
• Coordinate the implementation of batho-plele principles
• Participate in the development of institutional policies
• Conduct documentation and communication audits on monthly basis
• Initiate incentive system in the hospital – monthly awards giving ceremony

COMMUNITY AND POLITICAL ACTIVITIES

• 2008 – DATE: THE PEC MEMBER OF THE ANCWL LIMPOPO PROVINCE (EX-OFFICIO)
• 2011 TO 2016: DEPUTY CHAIRPERSON OF SALGA LIMPOPO
• 2010 TO DATE: CHAIRPERSON OF ANCWL MOPANI REGION
• 2009 TO DATE: MEMBER OF ANC REGIONAL WORKING COMMITTEE
• 2007 TO DATE: MEMBER OF ANC REGIONAL COMMITTEE MOPANI REGION
• 2005 – 2008: MEMBER OF SCHOOL GOVERNING BODY; MOIME PRIMARY SCHOOL
• 2002 – 2010: DEPUTY SECRETARY OF ANCWL MOPANI REGION
• 2003 – 2006: MEMBER OF COMMUNITY POLICING FORUM
• 2000 – 2006: MEMBER OF MOIME CLINIC COMMITTEE
• 2000 – 2005: MEMBER OF WARD COMMITTEE (WARD 12)
• 1999 – 2002: MEMBER OF MOIME STEERING COMMITTEE
• 1997 – 2001: SECRETARY OF ANCWL NORTH-EAST REGION
• 1996 – 1999: LEADER OF SUNDAY SCHOOL; MOIME CHURCH
• 1995 – 2000: COORDINATOR OF TRANSITIONAL LOCAL COUNCIL
• 1995 – 1997: SECRETARY OF ANC; MOIME BRANCH
• 1994 – 1995: MEMBER OF NAZARENE YOUTH CHURCH; MOIME
• CHAIRPERSON: SOCIAL CLUSTER – ANC MOPANI REGION
• CHAIRPERSON: DISASTER COMMITTEE GTM
• SAFETY AND SECURITY ANCWL MOPANI REGION
NAME OF COMPANY: GREATER TZANEEN MUNICIPALITY
POSITION: PR COUNCILLOR
DURATION: 2000 TO DATE

DUTIES
- EXECUTIVE COMMITTEE MEMBER – 2000 TO DATE
- GENERAL DEVELOPMENT OF GREATER TZANEEN MUNICIPALITY
- DRAFTING BY-LAWS
- RECOMMENDING RESOLUTIONS TO BE ADOPTED BY COUNCIL
- DRAFTING IDP, ACT AS LINK BETWEEN THE COMMUNITY AND THE MUNICIPALITY
- POVERTY ERADICATION AND ECONOMIC DEVELOPMENT

KNOWLEDGE, SKILLS AND COMPETENCIES

STRATEGIC MANAGEMENT AND LEADERSHIP SKILLS
- PEOPLE DEVELOPMENT AND INNOVATION IN SERVICE DELIVERY
- SERVICE DELIVERY STANDARD SETTING
- CHANGE MANAGEMENT
- EXCELLENT RESEARCH SKILLS
- COMPUTER LITERACY
- DIVERSITY MANAGEMENT
- EXCELLENT RESEARCH SKILLS
- FACILITATION, TRAINING AND COACHING SKILLS
- BATHO-PELE PRINCIPLES
- KNOWLEDGE OF QUALITY ASSURANCE SYSTEM
- ORGANISATIONAL SKILLS
- COMMUNICATION SKILLS
- REPORT WRITING SKILLS
- PROJECT MANAGEMENT SKILLS
- NATIONAL HEALTH ACT AND PROVINCIAL HEALTH ACT
- PFMA AND TREASURY REGULATIONS
- CRITICAL AND ANALYTICAL SKILLS
- INTERPERSONAL SKILLS
- LABOUR RELATIONS ACT
- KNOWLEDGE OF PMS

COMMUNITY WORK RELATED ACTIVITIES
- ADVISING THE CHIEF EXECUTIVE OFFICER OF THE PROVINCIAL HOSPITAL (LETABA HOSPITAL)
- MAKE RECOMMENDATIONS IN CONNECTION WITH MATTERS REFERRED TO IT BY CEO
- MAKE RECOMMENDATIONS IN CONNECTION WITH MATTERS REGARDING THE APPOINTMENT OF THE CEO
- REPRESENT COMMUNITY NEEDS IN THE HOSPITAL MANAGEMENT, LINK BETWEEN COMMUNICATION AND DEPARTMENTS
- INFORMING THE COMMUNITY ABOUT DEVELOPMENT IN THE HOSPITAL CONCERNED
- OVERSEE HOSPITAL PERFORMANCE BY INSPECTING THE FACILITIES AND GROUNDS OF THE HOSPITAL
## ANNEXURE A: LIST OF CANDIDATES THAT IS RECOMMENDED FOR INTERVIEWS BY THE SELECTION PANEL FOR BOARD APPOINTMENT OF AMATOLA WATER FOR THE PERIOD 2020 TO 2024

<table>
<thead>
<tr>
<th>CV No</th>
<th>Name</th>
<th>Race</th>
<th>Gender</th>
<th>Qualification</th>
<th>Experience</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td>Diploma In Architecture</td>
<td>Building construction, both residential and larger structures such as school buildings, Currently serving as Interim Board Member for Amatola.</td>
<td>Gauteng</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>B. Tech (Water) Engineering, Project Management, N Diploma Civil Engineering, Metric</td>
<td>Civil Engineering, specialising in water and waste engineering, 15 years private engineering consulting and has experience in business management. He is currently an Interim board member of Amatola Water. Member of Bids Evaluation Committee, Elundini Local Municipality and Member of Municipal Tribunal, Matsatiele Municipality.</td>
<td>KwaZulu-Natal</td>
</tr>
<tr>
<td>45</td>
<td></td>
<td></td>
<td></td>
<td>Bachelor of Science in Civil Engineering and a Master of Engineering degree, Bachelor of laws degree (LLB).</td>
<td>A professional engineer with experience spanning over a period of more than 10 years in the field of civil engineering. Has a vast experience in the Infrastructure delivery value chain from inception to commissioning, experience in civil engineering designs, quality and construction management. Has previously worked in the office of the Auditor-General South Africa as manager responsible for Infrastructure audits at all three spheres of government.</td>
<td>Gauteng</td>
</tr>
<tr>
<td>65</td>
<td></td>
<td>African</td>
<td></td>
<td>Master of Business Management (MBA), Post Graduate Diploma in Management, Specialist Project Management, National Diploma in Civil Engineering</td>
<td>Has over 10 years' worth of experience in the development of the rural water supply for various municipalities within the Province. Financial management, Design and supervision of roads and water projects, Overlooking administration construction for Water and sanitation works.</td>
<td>Eastern Cape</td>
</tr>
<tr>
<td>CV No</td>
<td>Name</td>
<td>Race</td>
<td>Gender</td>
<td>Qualification</td>
<td>Experience</td>
<td>Location</td>
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</tr>
<tr>
<td>123</td>
<td></td>
<td>African</td>
<td></td>
<td>NDip Civil Engineering, B-Tech Civil Engineering, BSc Hons; Appt Sc Civil Engineering, Master of Engineering, MBA. Currently studies PhD - Consir, Man.</td>
<td>He has relevant experience in both Municipal environment and in Water and Sewerage Engineering. Currently serving at SAICE - Pending, ECSA and SACIMP</td>
<td>Eastern Cape</td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>African</td>
<td></td>
<td>Diploma Purchasing, B-Tech Logistics, Masters in Business Administration, Doctorate of Business Leadership (Enrolled)</td>
<td>Enforcing compliance in Procurement decisions, Apply both my Private Sector &amp; Public sector supply chain experience to ensure that governance structures are followed. Chairperson for South African Shippers Transport and Logistics Council, Previously Board member of the Ethekwini Maritime Cluster, Chairperson of Manufacturing Engineering and Related Services Seta (until March 2020), Chairperson of African Women in Supply Chain Association, Non-Executive Director for Jet Demolitions, Non-Executive Director for Sonae Arecco.</td>
<td>Gauteng</td>
</tr>
<tr>
<td>93</td>
<td></td>
<td>African</td>
<td></td>
<td>BCom Accounting Degree (NQF7) and a Postgraduate Diploma in Financial Accounting (NQF6) qualifications. currently in his final year for an MPhil in Development Finance</td>
<td>Has over 12 years audit (Internal and External) experience and 8 years managerial experience and previously served SAICA articles with the Auditor-General South Africa (AGSSA). Council, Interim Audit &amp; Risk Committee Chairperson and Human Resource &amp; Remuneration Committee Member at Tshwane North Technical and Vocational Education and Training College (2019-Present).</td>
<td>Gauteng</td>
</tr>
<tr>
<td>CV-No</td>
<td>Name</td>
<td>Race</td>
<td>Gender</td>
<td>Qualification</td>
<td>Experience</td>
<td>Location</td>
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</tr>
<tr>
<td>117</td>
<td></td>
<td>African</td>
<td></td>
<td>MBA, Honours - Bachelor of Accounting Sciences, Bachelor of Commerce (Accounting), Advanced Diploma in Accounting Sciences</td>
<td>Branch (2017 to date); Eastern Cape Department of Health: Chairperson – Risk Management Committee (2018 to date); Eastern Cape Development Corporation (ECDC): Board Member, Chairperson – Audit &amp; Risk Committee, Member – Finance &amp; Investment; Audit &amp; Risk (2017 to date); Mayibuye Transport Corporation (MTC): Board Member, Chairperson – Audit and Risk Committee (2019 to date).</td>
<td>Gauteng</td>
</tr>
<tr>
<td>118</td>
<td></td>
<td></td>
<td></td>
<td>Candidate MBA and Ethics Officer Certification Programme, B Com Accounting Honours, B Com Honours - Internal Audit, B Com Accounting</td>
<td>Internal and external audit in both private and public sectors. Audit planning, client engagement, managing audit budget, project management. Interim Board Member at Amatola Water.</td>
<td>Gauteng</td>
</tr>
<tr>
<td>121</td>
<td></td>
<td></td>
<td></td>
<td>BSc - (Information Processing); Higher Diploma in Accounting CA SA</td>
<td>Chartered Accountant, with 7 years' experience in private sector and 20 years in the public sector. Currently serving at SA Library for the Blind. Fort Hare Trading Solutions Previously served at Amatola Water Board.</td>
<td>Eastern Cape</td>
</tr>
<tr>
<td>CV-No</td>
<td>Name</td>
<td>Race</td>
<td>Gender</td>
<td>Qualification</td>
<td>Experience</td>
<td>Location</td>
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</tr>
<tr>
<td>41</td>
<td></td>
<td>African</td>
<td></td>
<td>Chartered Accountant (SA), Post Graduate Diploma in Accounting, B.Com Accounting</td>
<td>Preparation financial statements including valuation reports and cash flow projection for various clients. Designing and implementing appropriate accounting policies and disclosure requirements to enhance the quality of financial reporting. Preparation of budgets, forecasts for the business unit. Currently serving on the council as an Independent member of council and member of Audit, Risk and Compliance Committee and also Finance and Investment Committee at Mangosuthu University of Technology.</td>
<td>Eastern Cape</td>
</tr>
</tbody>
</table>

**HUMAN RESOURCES**

17 April 2020

The Honourable Minister, Mr Jackson Mthembu, MP
Department of Communications & Digital Technologies
1166 Park Street
iParlo Office Park
Hatfield, PRETORIA

By Email

APPOINTMENT OF THE CEO AT NEMISA

This letter serves to request your approval for the urgent appointment of the Chief Executive Officer (CEO) at NEMISA. The Board has prioritised the recruitment and selection process following your approval of the top five (5) shortlisted candidates. It is our pleasure to inform you that the recruitment and selection process has been successfully completed.

An intense recruitment and selection process were undertaken, which entailed the following:

1. Face to face interviews
2. Comprehensive Assessment - Psychometric Tests
3. Background checks
4. Reference checks

Based on the results of the above the Board has approved the following candidates in order of priority for your consideration:

[Names redacted]
The preferred candidate is [redacted] the following reasons:

a) He outperformed the other two (2) candidates during the formal interview session. His experience and exposure in the public and private sector at a strategic level will be a great advantage to NEMISA.

b) His psychometric assessment result further confirms that he is capable to perform the strategic role of a CEO with support and development on areas that require development.

It would be advantageous for the preferred candidate take office on 1 June 2020 to ensure business continuity and stability at NEMISA.

In support of the recommendation, please find attached the following documents:

- Annexure A: CEO Position Advert
- Annexure B: Interview Questionnaire
- Annexure C: CV's of top three candidates
- Annexure D: Qualifications of top three Candidates
- Annexure E: Recommendation Report
- Annexure F: Competency assessments reports for the top three candidates
- Annexure G: Background and reference checks

Your consideration of the above recommendation will be greatly appreciated.

Yours sincerely,
RECRUITMENT PROCESS AND APPOINTMENT OF CHIEF EXECUTIVE OFFICER

1. POSITION PURPOSE

The purpose of the position is to provide overall leadership, integration and coordination in the execution of the digital agenda within the country through ensuring that digital skills expertise, knowledge and resources impact the development and learning within Government and society, build an institute that will be responsive to the future of works in the era of the 4th Industrial Revolution.

2. OBJECTIVE

To recommend to the NEMISA Board the appointment of a suitable candidate to fill the position of Chief Executive Officer.

3. SUMMARY

This vacancy arose because the contract of the current incumbent ended. As a result, a process of recruitment was embarked upon through an executive search firm, Tiana Business Consulting Services (Pty) Ltd.

4. SOURCING OF APPLICANTS

The position was advertised in the below platforms:

<table>
<thead>
<tr>
<th>Post</th>
<th>Medium</th>
<th>Date Advertised</th>
<th>Closing Date</th>
<th>Number of applications</th>
<th>Receiver of Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>NEMISA Website</td>
<td>12 December 2019</td>
<td>24 January 2020</td>
<td>92</td>
<td>Sarel Grobler / Fathima Vally</td>
</tr>
<tr>
<td></td>
<td>City Press</td>
<td>12 January 2020</td>
<td>24 January 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sunday Times</td>
<td>12 January 2020</td>
<td>24 January 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mail &amp; Guardian</td>
<td>10 January 2020</td>
<td>24 January 2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. PROCESS

There was a total of ninety-two (92) applicants analysed as follows:

<table>
<thead>
<tr>
<th>Race and Gender</th>
<th>Number of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>African Female</td>
<td>27</td>
<td>29.35%</td>
</tr>
<tr>
<td>African Male</td>
<td>50</td>
<td>64.35%</td>
</tr>
<tr>
<td>Coloured Female</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Coloured Male</td>
<td>2</td>
<td>2.17%</td>
</tr>
<tr>
<td>Indian Female</td>
<td>1</td>
<td>1.09%</td>
</tr>
<tr>
<td>Indian Male</td>
<td>4</td>
<td>4.35%</td>
</tr>
<tr>
<td>White Female</td>
<td>2</td>
<td>2.17%</td>
</tr>
<tr>
<td>White Male</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Foreign Nationals</td>
<td>1</td>
<td>1.09%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>92</td>
<td>100%</td>
</tr>
</tbody>
</table>
Tiana Business Consulting Services (Pty) Ltd was tasked to review the Advert Response Schedule for this role. Based on the CV assessments, thirteen (13) applicants, out of ninety-two applicants could seriously be considered.

8. **SHORTLISTING**

Based on the review of CVs received, the Selection Committee (the board) met to shortlist the candidates that were then submitted to the Minister for approval. The following were the candidates shortlisted for face-to-face interviews:

1. [Name redacted]
2. [Name redacted]
3. [Name redacted]
4. [Name redacted]

Structured competency panel interview questions were prepared by Tiana Business Consulting Services (Pty) Ltd in conjunction with the Selection Committee.

7. **PANEL INTERVIEWS**

The panel interviews were held on Saturday, 14th March 2020 at NEMISA Head Office, Parktown, Johannesburg.

The interview panel consisted of Ms Molebogang Leshabane (Chairperson), [Name redacted] (Non-Executive Director (NED)), [Name redacted] (HRRNC) and [Name redacted] (Independent Consultant - Tiana Business Consulting Services)

The following candidates were interviewed:

1. [Name redacted]
2. [Name redacted]
3. [Name redacted]

Ms Ayanda Ramnowana did not attend the interview as she had withdrawn from the interviews before the scheduled date.

On completion of the panel interviews, each panel member tallied their ratings of the candidates interviewed. This was recorded and the total rating for each candidate was calculated by the service provider.

The final interview panel ratings (Annexure 2 - Rating Schedule) are reflected below:

<table>
<thead>
<tr>
<th>Candidate’s Name (Surname, Firstname)</th>
<th>Basic Knowledge, Skills and Abilities</th>
<th>Experience</th>
<th>Relevant Work Experience</th>
<th>Total Ratings</th>
<th>Evaluation</th>
<th>Final Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Name redacted]</td>
<td>130</td>
<td>95</td>
<td>95</td>
<td>80.3</td>
<td>80.3</td>
<td>Recommended</td>
</tr>
<tr>
<td>[Name redacted]</td>
<td>130</td>
<td>113</td>
<td>122</td>
<td>113.7</td>
<td>113.7</td>
<td>Recommended</td>
</tr>
<tr>
<td>[Name redacted]</td>
<td>130</td>
<td>65</td>
<td>80</td>
<td>82.3</td>
<td>82.3</td>
<td>Recommended</td>
</tr>
</tbody>
</table>
FILLING OF THE ADVERTISED POST OF CHIEF EXECUTIVE OFFICER

The final top three interview panel ratings (Annexure 2 - Rating Schedule) are reflected below:

<table>
<thead>
<tr>
<th>Candidate Name: Redacted</th>
<th>Raw Score</th>
<th>Adjusted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>80.3</td>
<td>37.06</td>
</tr>
<tr>
<td></td>
<td>113.7</td>
<td>52.48</td>
</tr>
<tr>
<td></td>
<td>52.3</td>
<td>37.98</td>
</tr>
</tbody>
</table>

There was an extensive debate on the suitability of the candidates. All interview panel members inputs were incorporated to arrive at a decision that the three interviewed candidates could be considered for this position and therefore recommended for psychometric assessments and background checks.

8. COMPETENCY ASSESSMENTS OUTCOME

Completed psychometric and competency assessments as per the Government Regulations on Appointment and Conditions of Employment of Senior Executive Managers.

The battery of tests delivered comprehensive feedback that confirmed the observations made by the interview panel. Areas of strengths and development were identified for the candidates. The scoring key for the psychometric assessment ranges from 1 – 5 (1 = Development Required, 2 = Minor Development Recommended, 3 = Competent, 4 = Good and 5 = Strength) (Annexure 3 - Assessment Reports and Rating Schedule).

<table>
<thead>
<tr>
<th>Candidate Name: Redacted</th>
<th>Regulatory</th>
<th>Assessment</th>
<th>Multi Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75</td>
<td>52</td>
<td>27.73</td>
</tr>
<tr>
<td></td>
<td>75</td>
<td>47</td>
<td>25.07</td>
</tr>
<tr>
<td></td>
<td>75</td>
<td>40</td>
<td>26.13</td>
</tr>
</tbody>
</table>

9. DISCUSSION

A discussion among the HRRC members which took place on the 30th of March 2020, explained further the process of merging the interview outcome and psychometric assessments reports, which included the following Selection Committee members: Ms Molebogeng Leshabane (Chairperson), Ms Thobeka Buswana (Non-Executive Director (NED), Ms Nomonde Halishane (HRRNC), and Mr Lionel Adendorff (SETCOM). They came up with a scientific formula of merging the psychometric tests and interview outcome.

10. OUTCOME

Considering all the inputs of the recruitment, selection process and psychometric assessments, the final selection committee scoring consisted of sixty percent interview weight and forty percent psychometric assessment weight. The scores were consolidated, and the final scores were as follows:

<table>
<thead>
<tr>
<th>Candidate Name and Surname</th>
<th>Score</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>77.55</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>64.79</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>64.11</td>
<td></td>
</tr>
</tbody>
</table>

Based on the above, the Selection Committee unanimously agreed to recommend Trevor William Rammitwa for appointment as Chief Executive Officer of NEMISA.
11. LEGAL IMPLICATIONS
The process was undertaken by duly appointed persons, professionals and organisations; overseen by Business Consulting Services (Pty) Ltd to ensure compliance and/or provide appropriate guidance where necessary.

12. IT IS RECOMMENDED
1. That Candidate Number 1, [Name], be recommended for appointment as Chief Executive Officer of NEMISA.

2. That Candidate Number 1, [Name], be appointed on a five-year fixed term contract.

3. That the Chairperson of the Board negotiates an offer of employment with Candidate Number 1.

4. In the event that this candidate does not accept the offer, that the offer be extended to Candidate Number 2, [Name], as he achieved the second highest score.

HRRNC

[Signature]

Date

Non-Executive Director (NED)

[Signature]

Date

[Signature]

Date

Non-Executive Director (NED)

[Signature]

Date
### 3. Shortlist of Applications for Board Vacancy on the CEF Board

<table>
<thead>
<tr>
<th>Number</th>
<th>Name</th>
<th>ID Number</th>
<th>Area of Expertise</th>
<th>Qualification</th>
<th>Current Employment</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td>Experienced leader in the energy industry, having successfully led a division of over 18,000 employees both in Distribution and Customer Services for over 15 years. Has expertise in Training and Development, Infrastructure Development &amp; Management, Operations Management and Budget Management. Recent achievements include introduction of Customer Centricity in Eskom, improvement of technical and safety performance and optimisation of Capital Expenditure (CAPEX) and Operating Expenditure (OPEX) budgets</td>
<td>BSc (Eng) (UCT) ... Electrical MBA (IMC) EDP (Wits) AMP (Harvard) Construction Management Certificate (UCT) OHS Management Certificate (UCT) Digital Marketing (UCT) Energy Efficiency and Sustainability (UCT)</td>
<td>AN Duke Solutions (Pty) Ltd Utility Coach (Pty) Ltd</td>
<td>Executive Director Director</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td>Chairman Manufacturing Working Group, BRICS Business Council, South African Chapter 12 August 2019 - Current Deputy Chairman Metal Industries Benefit Funds Administrators (MIBFA) Board of Directors 1 September 2020 - Current</td>
<td>Certified Director (IoDSA) BA (Georgetown), MBA (Hull), AMP (GISS), Post-Grad Cert (Econ, Wits)</td>
<td>CEO</td>
<td>SEIFSA</td>
</tr>
</tbody>
</table>
|   |   | Non-Executive Director  
Metal Industries Benefit Funds  
Administrators (MIBFA) Board of Directors  
1 December 2013 – 31 August 2020 |   |   |
|---|---|---|
| 3. | Board Member of the South  
African National Energy  
Association (SANEA), since  
February 2009 - former  
Member of Eskom Committee for the Transformation of the  
Electricity Distribution Industry (EDI) - former  
Board Member of City Power - former  
Board Member of Gate Cape  
Marapha, Vanderbijlpark - former  
Director of Tswelopele (BEE  
partners of Sasol)  
Board Member of Ithemba  
Institute of Education – former  
Board Member of South African  
Wind Energy Association – former  
Board Member of South African  
Independent Power Producers | BEng, Honours, Brighton  
University (Polytechnic),  
United Kingdom, 1991  
MEng  
(Engineering Management), Warwick  
University, United Kingdom | CEO | Africa Energy Corporation (AEC) |
| 4. | Academic capacity development  
• Academic coordination and teaching  
(lecturer) • Mentoring and supervising honours and MSc students • Project Management | Doctorate (PhD) – Chemistry, March 2007  
University of Witwatersrand – Johannesburg, Gauteng,  
South Africa  
Masters in  
Project Management  
Managing projects for Quality | Project Manager | Ascendis Pharma |
<table>
<thead>
<tr>
<th>5.</th>
<th>Managing Member</th>
<th>BCom, CAIB(SA), MBL, PCC</th>
<th>Nirvana Consulting Close Corporation</th>
<th>BUSINESS TURNAROUND AND HUMAN CAPITAL SUPPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strategy formulation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human capital and cultural transition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Governance systems and controls</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Operational implementation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>* Strategic planning* • Strategic business analysis • Research analysis, monitoring and reporting (E.g. SWOT, PESTLE etc.) • Research in different industries, thus: polymer, inorganic chemistry, nanotechnology, homogenous and heterogeneous catalysis and petrochemical • Pharmaceuticals (regulatory affairs) • Non-executive management (Committee Chairperson and member of Human Resources)</td>
<td>* Chemistry (M.Sc.), June 2003 University of the Western Cape (UWC) – Bellville, Western Cape, South Africa B.Sc. Honours Chemistry, November 2000 University of Limpopo – Polokwane, Limpopo, South Africa Fundamental Management Programme, June 2012 UNISA – Pretoria, Gauteng, South Africa Entrepreneurship, June 2014 UNISA – Pretoria, Gauteng, South Africa</td>
<td>Assurance and Regulatory Affairs • Ensuring compliance with regulations set by South African Health Products Regulatory Authority, SAHPRA • Registration of products at SAHPRA • Monitor risks and performing audit for 3rd party manufacturers, suppliers and laboratories</td>
<td></td>
</tr>
</tbody>
</table>
7 September 2020

The Group Company Secretary
CEF SOC Limited

By e-mail: [Redacted]

Dear Sir/Madam

RE: INDEPENDENT NON-EXECUTIVE DIRECTOR VACANCY

I am writing in response to the advertisement for an Independent Non-Executive Director carried in the Sunday Times and City Press on 6 September 2020, and am hereby putting myself forward for consideration. My CV is attached hereto.

As you will see in my CV, I meet all the criteria listed in the advertisement:

- I have held Senior Leadership Positions in various sectors of the economy – including in the petrochemical, oil and gas industry – over more than 20 years, ranging from being Editor of the Daily News, Vice-President: Corporate Affairs and Marketing at Anglo American South Africa, Public Affairs and Communications Director at Coca-Cola South Africa, Group General Manager: Marketing, Corporate Affairs and BEE at Sasol Limited, Vice-President: Corporate Affairs and Shared Services at PetroSA, through to being CEO of the Steel and Engineering Industries Federation of Southern Africa (SEIFSA);
- I am a Certified Director (IoDSA) and have served on the boards of the 2010 Bld Company, Atlantis Group (where I was the Lead Independent Non-Executive Director) and have been on the Board of the Metal Industries Bargaining Funds Administrators (MIBFA) over the past few years (MIBFA is the second largest pension fund in the country, after the Public Investment Corporation);
- I hold an MBA from the University of Hull (UK) and have just submitted my PhD thesis on turnaround strategy to the University of Johannesburg; and
- I am a man of impeccable Integrity.

As is required in the advertisement, I am happy to confirm that:

- I do not have a criminal record;
- I have never been disqualified, placed on probation or declared a Delinquent Director in accordance with the prescripts of the Companies Act, 71 of 2008;
• I do not now, nor have I ever had, any default judgments against me;
• I do not have any current or potential conflicts of interests with CEF SOC Limited or any one of its subsidiaries; and
• I am qualified to serve on the Board of CEF SOC Limited.

My CV and certified copies of my qualifications and identity document are attached hereto.

I look forward to hearing from you.

Yours Sincerely

Signed electronically
Certified Director (IoDSA)
BA (Georgetown), MBA (Hull), AMP (GIBS), Post-Grad Cert (Econ, Wits)

Telephone: [Redacted]
Facsimile: [Redacted]

Born: [Redacted]
Gender: [Redacted]
Marital Status: [Redacted]
Citizenship: South Africa

AREAS OF EXPERTISE

General Management
Strategy
Marketing
Corporate/Public Affairs and Communications
Reputation Management and Crisis Resolution
Corporate Governance

PERSONAL VALUES AND ATTRIBUTES

Man of Integrity
Open Minded
Team Player
Strong Sense of Fairness
Hard Worker
Leads by Example
Strong Sense of Independence
Great Communication Skills

Experienced in Mining, Metals and Engineering, Petrochemical, FMCG and Media Sectors

WORK EXPERIENCE

CHIEF EXECUTIVE OFFICER
Steel and Engineering Industries Federation of South Africa (SEIFSA), 1 November 2013 – Current (the first black person to hold the position)
SEIFSA is national employer Federation representing the metals and engineering industries. The Federation's Core Business is to represent and promote the interests of business in Southern Africa, in particular the metals and engineering industries, through lobbying and capacity building, provision of related consulting and training services and building of good relations with key stakeholders.

MANAGING DIRECTOR
KMN Consulting, 1 July 2013 – 31 October 2013
KMN Consulting offers expert consulting services in the following areas of business: Business Management, Corporate Marketing (Including brand and reputation management), Communications (Including media management), Stakeholder Management (including community social investment) and Political advisory services
VICE PRESIDENT: CORPORATE AFFAIRS AND SHARED SERVICES (On Contract)
The Petroleum Oil and Gas Corporation of South Africa (PetroSA), 30 May 2011 – 30 June 2013
Direct Responsibilities: Corporate Reputation Management
Government and Stakeholder Relations Management
Internal and External Communications Management
Corporate Social Responsibility Management
Corporate Shared Services Management
Executive Committee Membership and Contribution

GROUP GENERAL MANAGER: MARKETING, CORPORATE AFFAIRS AND BEE
Sasol Limited, 1 June 2009 – 31 January 2011
Direct Responsibilities: Corporate Reputation and Stakeholder Management
Retail and Corporate Marketing
Internal and External Communications
Corporate Social Responsibility
Broad-Based Black Economic Empowerment
Co-ordination
Group Business Committee Membership and Contribution

STRATEGIC INITIATIVES DIRECTOR
Coca-Cola South Africa, 1 May 2009 – 31 May 2009
Worked as the second most senior executive, after the Managing Director, at Coca-Cola Canners of Southern Africa

PUBLIC AFFAIRS AND COMMUNICATIONS DIRECTOR
Coca-Cola South Africa (Pty) Ltd, 15 October 2006 – 30 April 2009
Direct Responsibilities: Corporate Reputation and Stakeholder Management
Corporate Sponsorship
Incident Management and Crisis Resolution
Internal and External Communications
Corporate and Government Relations
Corporate Social Responsibility
Consumer Affairs
Executive Committee Membership and Contribution

HEAD: CORPORATE MARKETING
Anglo American Corporation of South Africa, 1 January 2004 – September 2006
Direct Responsibilities: Corporate Brand Advertising and Promotion
Corporate Reputation Management
Corporate Hospitality
Corporate Events Management
Corporate Sponsorship
Internal Communications
VICE-PRESIDENT: CORPORATE AFFAIRS
Anglo American Corporation of South Africa, 1 January 2003 – 31 December 2003
Overall Responsibility: Management of the Anglo American brand in the South African market
Special Achievement:
- Persuading Anglo American to be the first sponsor of South Africa’s Bid for the 2010 FIFA World Cup and representing the company on the Board of the 2010 Bid Company

ASSOCIATE EDITOR

EDITOR

EDITOR
The Independent on Saturday, Durban, 1 March 1998 – June 4 1999

DEPUTY EDITOR
The Mercury, Durban, 1 July 1997 – February 28 1998

EXECUTIVE EDITOR
The Star, Johannesburg, 1 April 1996 – 30 June 1997

POLITICAL EDITOR

POLITICAL CORRESPONDENT
The Star, Johannesburg, 1 April 1993 – 30 January 1995

POLITICAL COLUMNIST
Weekly “One In Your Eye” column has appeared in the following papers: The Star and Sowetan in Johannesburg, Daily News and The Mercury in Durban, Cape Argus and The Cape Times in Cape Town, The Pretoria News in Pretoria and The Diamond Fields Advertiser in Kimberley

POLITICAL REPORTER
The Star, Johannesburg, January 1990 – April April 1993

FREELANCE TV PRESENTER
Hosted a fortnightly socio-political interview programme, "Dilemma In Perspective", SABC-TV2, January – June 1991

GENERAL NEWS REPORTER
NON-EXECUTIVE DIRECTORSHIPS AND OTHER LEADERSHIP POSITIONS

Chairman
Manufacturing Working Group, BRICS Business Council, South African Chapter
12 August 2019 - Current

Deputy Chairman
Metal Industries Benefit Funds Administrators (MIBFA) Board of Directors
1 September 2020 – Current

Non-Executive Director
Metal Industries Benefit Funds Administrators (MIBFA) Board of Directors
1 December 2013 – 31 August 2020

Non-Executive Trustee
The Market Theatre Foundation Council
11 February 2019 – 31 March 2020 (resigned)

Lead Independent Non-Executive Director (and Chairman the Audit and Risk Committee), Atlantis Group of Companies
1 March 2018 – 3 September 2018

Interim Board Chairman, Atlantis Group of Companies
1 December 2017 – 28 February 2018

Non-Executive Director, Business Unity South Africa (BUSA)
July 2016 – 25 June 2018

Chairman, BUSA Board Social and Ethics Committee
July 2016 – 25 June 2018

Lead Independent Non-Executive Director (and Member of the Strategy, Social and Ethics Committee), South African Dental Association (SADA)
September 2015 – September 2019

Chairman, South African Dental Association Board Human Resources and Remunerations Committee
February 2018 – September 2019

Chairman, KMN Investment Holdings (Pty) Ltd
July 2007 – Current

Chairman, PetroSA’s Community Affairs Committee
June 2011 – June 2013

Member of the Commercial Affairs Committee of the Board of the South African Football Association
January 2011 – April 2013
Executive Director, Sasol Social and Community Trust  
June 2009 – January 2011

Member of the Sasol Limited Group Disclosure Committee  
June 2009 – January 2011

Non-Executive Director, National Business Initiative  
June 2008 – May 2009

Non-Executive Director, PET Recycling Company (PETCO)  
April 2007 – May 2009

Non-Executive Director, Tourism Business Council of South Africa  
March 2007 – May 2010

Member of the National Advisory Board, loveLife SA  
November 2003 – December 2009

Non-Executive Director, Advista Advertising and Marketing (Pty) Ltd  
July 2006 – July 2007

Non-Executive Director, Business Against Crime  
March 2004 – July 2007

Member of the Board of Trustees, Anglo American Chairman’s Fund  
February 2003 – September 2006

Member of the Board of Trustees, Anglo American Medical Aid Scheme  

Alternate Member of the Board of Directors, SA 2010 (Soccer World Cup) Bid Company  
April 2003 – September 2004

Member of the Council of the University of Zululand  
December 1997 to September 1998 when I resigned

Member of a five-person panel, headed by Constitutional Court Judge  
March-May 1997

to select members of South Africa’s Press Ombudsmen’s Office

Member of the Board of Trustees, Foundation for Global Dialogue, SA  

Member of the Board of Trustees, Don Caldwell Memorial Trust  
May 1993 – November 1995

Regular Political Commentator on Radio Metro and various overseas radio stations  
July 1992 – December 2002
Born: [redacted]

South African Citizen

Languages: English, Afrikaans, Zulu and Sotho

Personal interests: Soccer, rugby and game viewing

Mobile is: [redacted] and email is: [redacted]

Qualifications

BEng, Honours, Brighton University (Polytechnic), United Kingdom, 1991

MEng (Engineering Management), Warwick University, United Kingdom, 2001

Other courses

Company Law (one year), United Kingdom, 1988

Accounting (one year), United Kingdom, 1989

Engineering Project Management (two years), United Kingdom, 1991

Wilge Power Station Hands-on Awareness Programme, 1992

Investment in Excellence, Wilge Power Station, 1992

Understanding Racism and Developing Good Practice, 1994

Accelerated Development Programme, Eskom, 1997

Leaders Challenge, 1996

Global Utility Management Programme, Samford University, USA, 1996

Commonwealth Top Management Development Programme for Public Enterprises, National University of Singapore, Singapore, 1997

Issues in Leadership, Witswatersrand Business School, 2001

Leadership and the Capacity to Change, Guy Charlton and Associates, 2002

Edward de Bono, 2002

Stephen Covey, 2002

David Norton, 2002
Directorships and Memberships

Board Member of the South African National Energy Association (SANEA), since February 2009 - former

Member of Eskom Committee for the Transformation of the Electricity Distribution Industry (EDI) - former

Board Member of City Power - former

Board Member of Gate Cape Marepha, Vanderbijlpark - former

Director of Tswelope (BEE partners of Sasol)

Board Member of Ishemba Institute of Education – former

Board Member of South African Wind Energy Association – former

Board Member of South African Independent Power Producers Association

Board Member of Suzlon Wind Energy South Africa - former

Board Member of Centlec (Municipal Owned Entity) - former

Board Member of the Vaal River City - former

Member of The Presidential War-room on Eskom – former

Board Member of the Africa Energy Corporation, AEC

Board Member of The Peakers Company

Board Member, Chairman, of the The Peakers Trust
CAREER SUMMARY

1986 – 1986  JABULANI SCHOOL, Evaton
Part-time Teacher
Maths and Physical Science Teacher
Also Taxi Driver

1987 – 1987  VAAL REEFS GOLD MINE, Orkney
Learner Official
Responsible for improving employee and management relationships and mine safety.

1988 – 1990  ACADEMIC SABBATICAL
Brighton University

1990 – 1991  ASDA SUPERMARKET, United Kingdom
Twilight Manager
Responsible for stock-taking and price tagging.

1991 – 1991  CIRCUIT BREAKERS INDUSTRIES (CBI), Elandsfontein
Testing Engineer
Induction work
Responsible for testing of domestic and heavy duty circuit breakers.

1992 – 2001  ESKOM

11/1992 – 11/1993  Assistant Engineer, Johannesburg Distributor, Eskom Centre


   Responsible for the transmission design and optimisation team and project manager for line construction including the [BLANK] line.

06/1996 – 12/1996  Executive Assistant, Distribution Key Customers, Eskom Centre

01/1997 – 04/1997  Acting Key Customer Relations Manager, Distribution Key Customers, Eskom Centre

   Responsible for ensuring delivery of specialised one-stop service to national mines excluding coal mines.

04/1997 – 09/1998  Area Manager, Eskom Customer Services, Johannesburg

   Responsible for ensuring efficient and effective revenue management and delivery of customer services to all customer segments including industrial, commercial, agricultural, residential, redistributors and key customers where appropriate within a customer service area.

09/1998 – 09/2001  Capital Programme Manager, Eskom Distribution Group, Central Region, Eskom Centre

   Tender board position.

   Responsibilities Included:

   • Maintaining tight discipline and control areas of responsibility.
• Ensuring that the capital programme was adhered to, costs and wastage was minimised and optimal balance between cost, time and quality was achieved

• Chairman of the Procurement Tender Committee

• Manager for Projects Manager, Contracts Managers and Resource Managers managing the regional CAPEX, OPEX, AA and Black Economic Empowerments.

• Member of the Regional Operations Committee strategising, implementing and managing the running of the region including customer care centre, area offices, finance, human resources etc.

Achievement:

Selected onto the Steering Committee of Eskom’s Integrated Learning Programme (ILP) chaired by [Redacted] (ex Human Resources Executive Director).

2001 to 2010  CITY POWER (PTY) LIMITED

09/2001 – 02/2002  General Manager: Planning and Technology Operations Group

Responsibilities Included:

• Managing the creation of new assets.
• Establishing and managing the refurbishment.
• Upgrading and strengthening strategies and plans.
• Ensuring compliance to standards including NRS047/048 as stipulated by the NER.
• Establishing and managing relevant processes and value chains.
• Ensuring that new relevant technologies are investigated for optimal and sustainable network.
• Developing standards and code systems.
03/2002 – 11/2003  Vice President: Customer Services

Responsibilities included:

• Managing customer relations in all sectors.
• Managing meter reading, billing, cash collection and revenue protection.
• Managing the information management within City Power.
• Ensuring that the NER quality of services was met.
• Chairman of the Procurement Council.
• Chairman of the Information Systems Board.
• Chairman of the Skills Development Forum.

12/2003 – 02/2006  Vice President: Operations Group

Responsibilities included:

• Managing the maintenance execution.
• Managing the network availability.
• Asset creation.
• Managing the energy purchases.
• Managing the technical support services (metering, transformer maintenance and telecommunications).
• Managing public lighting.
• Safety, health, environmental and risk management.
• Member of the Procurement Council.
• Chairman of the Capital Investment Committee.
02/2006 – 04/2007  Acting Managing Director

05/2007 – 09/2010  Managing Director

Managing 10 direct reports with a direct staff complement of 2000 and an indirect staff of more than 3500 (consultants, temps, contractors, subcontractor, expanded public works programme)

Manage Kelvin Power Station PPA – Generation

Manage energy purchase agreement between City Power and Eskom

Built and maintained transmission, distribution, reticulation and electrification/service connections infrastructure

Acquire and connect customers – Industrial, commercial, agricultural and residential

Revenue management – meter, bill, collect revenues

Improve quality of supply – NRS 048

Improve quality of service – NRS 047

Perform customer satisfaction index

Manage stakeholder’s relationships – shareholders, customers, suppliers, contractors, consultants, government, politicians,

Achievements:

- ISO accreditation for City Power:
- ISO 14001 (Environmental Management System)
- ISO 18001 (Health and Safety Management System)
- ESI Africa Utility Chief Executive Officer of the Year 2009 award.
- 2009 South Africa's top performing companies in the public sector as a result of its sustained excellence in corporate performance.
- 2009 South Africa's Top 500 Companies as a result of its contributions to the growth of the economy and job
creation and highly commended in the sector for its energy efficiency initiatives.
- Member of the City Manager’s committee on operational matters
- Raising billions for City Power through Joburg Treasury, National Treasury, DBSA, Department of Energy, Export Credit Agencies such as KWF and US Trade and Investment
- Reduced theft of electricity

10/2010 to 02/2015  **Suzlon Wind Energy South Africa (SWESA)**

Chief Executive Officer

Responsibilities include:
- Stakeholder engagement, Internal and external
- Running of day to day business for Suzlon South Africa
- Development of new business
- Building up a customer portfolio for South Africa
- Customer agreements and sub contractor agreements
- Suzlon brand building
- Engineering, Procurement and Construction
- Operating and Maintenance Services
- Manage stakeholder’s relationships — shareholders, developer, eskom, government, politicians, customers

Achievements:
- Suzlon board member
- Board member SANEA, SA National Energy Association
- Board member SAWEA, SA Wind Energy Association
- Board member SAIPPA, SA Independent Power Producers Association
- Board member Centec, Mangaung Electricity Distributor
- Board member Cape Gate Marepha
- Energy Parliament Portfolio Committee invited member
- Nominated for best male leader 2013
02/2015 to 01/2018  Energy Advisor to the State President of RSA

Responsibilities include:

- Interact with Eskom
- Ensure the success of "The War Room" on Eskom
- Stop load shedding
- Ensure enough power supply
- Stimulate the economy
- Stabilise the electricity network
- Support and stimulate more REIPPP projects
- Improve customer satisfaction
- Improve political satisfaction
- Interact with Central Energy Fund and its subsidiaries
- Stimulate the nuclear, oil and gas energy projects
- Support the Inga hydro project in the DRC
- Support the Mozambique gas to RSA project
- Support other African states on energy initiatives

Achievements:

- Stopped load shedding
- Commissioned new plants into the grid (Eskom and IPP's)
- Improved Eskom asset management — new built and plant maintenance
- Member of the Reform of SOE's committee
- Member of the Presidency investment committee

Jan 2019 to date  Chief Executive Officer

Africa Energy Corporation (AEC)

Subsidiary of Nehawu Investment Holdings (NIH)

New entity that is participating in the energy industry

Jun 2019 to date  Chairman

Peakers Trust

A trust company that holds 10% of The Peakers Company

Peakers company owns Avon +600MW and Dedisa +350MW diesel power stations
Aug 2020 to date  Advisor to the Joburg MMC for energy
Aug 2020 to date  part of the Administrator to Emfuleni municipality in the Vaal

References

[Redacted]
Former MTN CEO

[Redacted]
University of Johannesburg

[Redacted]
Biotherm Energy – shareholder

[Redacted]
Nenhlu Investments Holdings

[Redacted]
Standard Bank SA
Appraisal Overview

started as a taxi driver. He became a part-time teacher teaching maths and science and became a mining official working underground in a gold mine. He then got a scholarship to study in the U.K. that was the beginning of his long energy career.

obtained his B.Eng Honours degree in Electrical and Electronic Engineering in 1991. He also holds the M.Eng in Engineering Management. Silas has attended some of the highly recognized leadership and management programmes both nationally and internationally.

He started his career in the electricity industry when he joined Eskom in 1992 where he worked as an engineer in the generation group. Amongst areas that he was involved in is the normalisation of Soweto. He was also appointed as a contract manager for key projects like Alusaf and Matimba-Bulawayo. While at Eskom, he was appointed as a Key Customer Relations Manager looking after the mining industry and was responsible for the electrification of Soweto, Orange farms, Stretford, Braamfischer, Ebony Park, Ivory Park, Kaalfontein, Evaton, Sebokeng, Sharpeville, Boipatong, to mention a few. This allowed him to empower locals by appointing them as prepaid vending companies within their communities. He chaired different committees including the Human Resources Development Programme, which awarded millions of rands for scholarships and employee development. He was one of the few mentors that mentored 40 women under the Eskom CEO Women Development Programme.

He joined City Power as a General Manager Planning and Technology and was soon promoted to a Vice President, Customer Services. Because of the knowledge and passion he has for Engineering Operations Silas was then appointed as a Vice President of Operations in December 2003 and served on Executive Management Committee as well as a number of Board committees within the organization. Silas has an extensive experience in both business and strategic management. He acted in the position of CEO since February 2005, and was appointed Managing Director of City Power in May 2007. While at City Power, Silas upgraded the electricity infrastructure to minimize the power outages. He installed streetlights to improve safety in the evenings. He installed smart lighting on the Mandela bridge to make it attractive at night. He electrified Alexandra, Lethole, Diepsloot, Zikhariya Park Extension, to mention a few. He also led City Power to a very successful 2010 World Soccer Cup. He started a City power scholarship that sponsored a minimum of 20 students at universities per year since 2003. He led a community development programme whereby millions were spent in buying uniforms for poor students, building crèches, developing vegetable gardens. He hosted an annual golf event and raised R1.5m and more, yearly, for the poor communities. His annual staff costs were x, his annual energy purchase costs were x, his annual OPEX budget was x, his annual CAPEX was x, his total yearly revenue was x.
He led City Power to:

- ISO accreditation ISO 14001 (ENVIRONMENTAL) and ISO 18001 (OCCUPATIONAL HEALTH & SAFETY).
- Unqualified report by Auditor General, 2006/7, 2007/8, 2008/9 financial years
- 2009 SA’s Top Performing companies in the public sector as a result of its sustained excellence in corporate performance
- 2009 SA’s Top 500 companies as a result of its contributions to the growth of the economy and job creation and highly commended in the sector for its energy efficiency initiatives
- 2009 National Productivity Awards for outstanding achievement in Productivity improvement in Public sector utilities
- Member of Advisory Committee for Johannesburg University
- Member of City of Joburg Credit Evaluation Team – Moody’s Credit Evaluators
- Silas has been awarded the ESI Africa – Utility Best CEO of the year 2009
- Silas has been appointed as a member of YPO, Young Presidents Organisation.
- He was also voted as the President Elect for the AMEU
- He was appointed as the Vice President of the Amalgamated Municipal Electricity Undertaking

Silas decided to leave the public sector to join the private sector. He was then appointed as CEO of Suzlon Wind Energy South Africa (SWESA).

SWESA is one of the top 5 largest manufacturers of wind equipment worldwide. Suzlon is the only manufacturer that can develop wind projects, do the engineering/procurement/construction of wind projects and also maintain the projects. Suzlon employs more than 32,000 people in 32 countries and has got more than 18,000 MW installed capacity worldwide. It is the only wind company that focuses on emerging markets.

Silas Zimu has implemented gender-sensitive recruiting practices and appointing women to management and director positions within Suzlon South Africa thus creating an inclusive and non-discriminatory workplace aimed at helping women managers and executives realize their career ambitions.

He ensured that Executive positions are held by women in Suzlon Wind Energy South Africa. Vice President Finance and Vice President Projects are black women resulting in Black women holding 67% of Directorship positions. 100% of Directors are Black.

His all-round approached has seen Suzlon Wind Energy South Africa employ a total of 42% women through the rest of the echelons of the organization. This has meant that Suzlon has a strict recruitment policy which does not only window dress the recruitment of blacks and women, but ensuring that competent people are placed in suitable positions to ensure a win-win situation for both the company and the employees.

Despite the national shortage of Black engineers in South Africa, 73% of engineers in Suzlon are Black. Given a lack of experience in building wind farms in South Africa, has recruited expats to
<table>
<thead>
<tr>
<th>Position</th>
<th>Education</th>
<th>Experience</th>
<th>Certification</th>
<th>Additional Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer</td>
<td>Bachelor's</td>
<td>5 years</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Sergeant</td>
<td>Master's</td>
<td>10 years</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Captain</td>
<td>Doctorate</td>
<td>15 years</td>
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<td>None</td>
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<td>Major</td>
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<td>20 years</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>General</td>
<td>Professional</td>
<td>25 years</td>
<td>None</td>
<td>None</td>
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</table>
REFERENCES

Written numerous articles for the Soldier Magazine and professional journals.

ARTICLE:
Examination of Community Based Peace Building and Transformation in the new SANDF


PUBLICATIONS

Operational Model for Southern Africa and South Africa Service Medal

Lieutenants Model for Integrating into the new National Defence Force

Military Merit Medal

Southern Cross

30th Year Loyal Service Medal

MILITARY DECORATIONS

In order to further their education the reinforcement of their families in the face of school principal for neglected children. Experienced a phase of Formed and facilitated group work for Emergency regulations under the State of "fights" under the State of Educated families about their limited 

on the state quo.

to boost their morale and belief them

Visitied child detainees in prison so as
• Liaised with Tertiary Institutions for academic placement of Returnee students.

1993

• Under the banner of the Joint Military Coordination Committee led by Comrade Hagger, Ntsiki advocated for the development of new Social Work principles in support of the emergent SANDF.

• Influenced the type of social work programmes and services to be rendered.

• Ensured the provision of social rehabilitation services for the mentally and physically handicapped ex Umkhonto we Sizwe (MK) combatants.

• Facilitated the registration of NSF Social Workers with the Professional Social Services Council.

• Contributed to the development and execution of the Psychological Integration Programme (PIP) whose purpose was to build Force Cohesion amongst former Adversaries.

• Was responsible for the recruitment of Progressive Social Workers so as to serve in the new SANDF.

• Supervised and monitored the quality of services rendered by Social Workers at the assembly areas.

ORGANISATION
Johannesburg Child Welfare Society

Commencement Date
January 1986 – October 1987

Position held
Counsellor – Children/Detainees

KEY RESPONSIBILITY AREAS
• Was responsible for the counselling of parents and child detainees.
ORGANISATION  
African National Congress (ANC)

Commencement Date  
1988

Position Held  
Head of ANC Social Welfare Unit

KEY RESPONSIBILITY AREAS

- With the support of Comrade Max Sieulu, organised a conference whose purpose was to develop a common Social Welfare Concept and Policy for the Movement.

- Through the ANC National Executive Committee's directive, established Social Work nodal points in Lusaka, Zimbabwe and Tanzania, (Mazimbu and Dakawa).

- Offered counselling services to the ANC community in exile.

1990 – 1992

- Served in the ANC's Repatriation Committee with the late Comrade Jacky Selebi and Mrs Zanele Mbeki

- Was amongst the first Returnees on the mission to brief the Mass Democratic Movement (MDM) on the profile of the returning exiles.

- With the appointment of Mama Winnie Mandela as the head of the ANC Welfare Department, Ntsiki served as a Social Worker under her leadership.

- Her main responsibility was to formulate Social Work policy on services to be rendered.

- Counselling families of MK combatants whose sons and daughters would be returning home with physical disabilities and mental health issues.

- Conducted home visits to monitor the Returnees' resettlement and reintegration in SA communities, especially the elderly and disabled.

- Referred returnees to other welfare agencies for further assistance where necessary.
<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>South African National Defence Force</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commencement Date</td>
<td>1 January 1998 - 1 April 2000</td>
</tr>
<tr>
<td>Position</td>
<td>Deputy Director Social Work Services, SA Military Health Services</td>
</tr>
<tr>
<td>Military Rank</td>
<td>Colonel</td>
</tr>
</tbody>
</table>

**KEY RESPONSIBILITY AREAS**

- Responsible for the recruitment, selection and placement of Social Work Officers.
- Nominated Social Work Officers for Military Development Courses.
- Ensured that Social Work Officers who were course qualified received their rank promotions timeously.
- Responsible for the filling of vacant posts and budget management for the Directorate Social Work.

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>South African National Defence Force</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commencement Date</td>
<td>27 April 1994 - 1 January 1998</td>
</tr>
<tr>
<td>Position</td>
<td>Assistant Director, Social Work SA, SA Military Health Services</td>
</tr>
<tr>
<td>Military Rank</td>
<td>Lieutenant Colonel</td>
</tr>
</tbody>
</table>

**KEY RESPONSIBILITY AREAS**

- Monitored the call-ups for the Integration process of Non-Statutory Forces (NSF) at the Assembly Areas.
- Ensured that the needs of Military Veterans were effectively addressed.
- Was part of the Selection Board that ensured the placement of Non-Statutory Forces Social Workers into the new SANDF.
- Ensured that NSF Social Workers were nominated for Functional Bridging Training.
ORGANISATION

South African National Defence Force (SANDF)

Commencement Date
1 April 2000

Position
Director Social Work Services
SA Military Health Services

Military Rank
Brigadier General

KEY RESPONSIBILITY AREAS

- Determined and provided strategic direction and planning in alignment with directives received from the Departments of Defence and Social Development.

- Developed Social Work policies and monitored the implementation thereof.

- Managed the general functioning of the Directorate Social Work.

- Provided expert social work advice to the Surgeon General and the Chief of the SANDF.

- Established working relations with Social Work departments from other Armed Forces for the sharing of best practices.

- Served as the Chief of Operations in the conduct of a research which ensured that the lives of SANDF soldiers and their families were prolonged through access to Anti-Retroviral Therapy (ARV's).

- Built strong relationships with other Welfare Entities and Community Based Organizations.

- Initiated income generating projects for the wives of lower ranking soldiers.

- Facilitated the registration of Early Development Centres within military villages with the department of Social Development.
ORGANISATION

South African National Defence Force (SANDF)

Commencement Date

2006 - 2011

Position

Chief Director Transformation Management

Military Rank

Major General

KEY RESPONSIBILITY AREAS

- Conducted research on pertinent issues, and incorporated Gender perspective in the Military Strategy and Doctrine.

- Developed the DOD Transformation Policy that addresses human rights, and equity principles which contributes to Mission-Readiness of the SANDF.

- Developed a Gender Mainstreaming Policy and Strategy to support the implementation of National, Regional and International Protocols and Prescripts.

- Incorporated a Gender module in all Military Development Course for the creation of a just, fair and inclusive organization.

- Conducted site visits in SANDF Units, to promote effective and efficient monitoring and evaluation.

- Implemented Change Management strategies that effected paradigm shifts for behavioural changes in accordance with the principles enshrined in our country's constitution.

- Contributed to the Annual SADC Personnel Work-group Meetings under the banner of the Interstate Security and Defence Committee (ISDC).

- Built strong relationships with colleagues in the Security Sector and compatriots in Civil Society organizations so as to bring Defence closer to the people of South Africa.
EMPLOYMENT BACKGROUND

ORGANISATION
South African National Defence Force (SANDF)

Commencement Date
01 October 2011 – To date

Position
Deputy Chief Human Resources

Military Rank
Major General

KEY RESPONSIBILITY AREAS

- To support CHR in the provision of strategic direction on human capital management in the DOD.

- Ensure that the HR Division's output support the Mandate of the DOD and Government's outcomes.

- Direct the execution of compliance with respect to governance matters, and further ensure the implementation of key internal controls in order to achieve a clean audit.

- Ensure that the decisions taken at the various Command Bodies are implemented and feedbacks submitted timeously to both internal and external stakeholders. In addition, monitor and evaluate the impact of HR Division's Service delivery systems.

- Coordinate and facilitate leadership dialogues for the General Staff which underscores adherence to due processes in order to prevent irregular, unauthorized wasteful expenditure.

- Ensure that the performance agreements of the General Staff are aligned to the competency framework that equips them with the skills to effectively lead during peace times.

- Advocated and crafted a DOD instruction which afforded graduate interns opportunities to ignite their fully professional and personal development for a better life.
**PROFILE**

Major General in the SANDF. Deputy Chief Human Resources.

**PROFESSIONAL MEMBERSHIPS**

- Member, International Women’s Forum
- SA Social Service Professional Council
- Military Veterans’ Professional Services

**COMMAND BODIES**

- Secretariat Council (SC) 2006 – 2014
- Military Command Council (MCC) 2006 - 2011
- Plenary Defence Staff Council (PDSC) 2006 – 2011
- Human Resource Board (HR Board) 2006 – to date

**EXECUTIVE SUMMARY**

Nontsikelelo Memela-Motumi is currently the most senior Major General in the SANDF. She has served in various capacities within the military milieu over three decades. Ntsiki has provided strategic direction in her areas of operation which is congruent with outputs that support the mandate of the Department of Defence and government outcomes. In her previous capacity as a Social Worker, Ntsiki has advocated for the welfare needs of Military Veterans through policy development and writing of articles in order to raise awareness in respect to their plight. Most importantly, she also played a pivotal role in their return from exile, resettling and assimilation in South African communities, including integration into the newly established SANDF as well as in their demobilization.

**PERSONAL DETAILS**

Email: [redacted]
Cell: [redacted]
Tel: (012) 807-4803 (H)
Tel: (012) 355-6482/3 (W)
Gender: Female
Marital Status: Divorced
Nationality: South African
Languages: English, Afrikaans, IsiZulu, IsiXhosa, Sesotho & Sepedi

**PROFESSIONAL SKILLS**

- Strategic direction
- Planning and organising
- Management
- Research and development
- Leadership
- Writing skills
- Monitoring and evaluation

**PERSONALITY TRAITS**

- Proven problem solving capability
- Strong execution ability
- Assertive and goal orientated
- Self-motivated and passionate
- Innovative with lateral thinking abilities
- Bold, ethical and effective

**QUALIFICATIONS**

2018  UNISA
PHD Candidate – Department of Law – Implementing the Women’s Peace and Security Agenda: An Analysis of the South African National Defence Force

2006  University of Pretoria - Master of Arts (MA) In Political Policy Studies

1985  University of Fort Hare - Bachelor of Arts (BA) In Social Work (Degree)
NAME: 

POSITION HELD: DEP MINISTER: JUSTICE AND CONSTITUTIONAL DEVELOPMENT

CELL: 

NAME: 

POSITION HELD: DDG: National Department of Arts and Culture and former HOD: Department of Arts and Culture

CELL: 

Cell: 0824564228

Stangspruit
• President of South African Security Forces Union (SASFU)
• Chairperson of the Provincial Committee dealing Business Disruptions and Instability in the Freight industry
• Deputy chairperson of the Security Managers Forum (KZN)
• Chairperson of the Technical JCPS Cluster
• Chairperson of the Public Protests Technical committee
• Provincial Chairperson of MKMVA
• Acting Provincial Chairperson of SANCO
• Branch Chairperson of Ward 13 Slangspruit, Moses Mabida Region
• President: Jikeleza Business Forum

Hobbies and Interests
Watching Sports, Soccer, Music and Reading

Personal Traits
The following are my strongest qualities:

• Ability to identify strengths and resourcefulness within group dynamics and utilize that effectively to achieve the outcomes of the task.
• Ability to nurture potential strengths in individuals in order to maximize all members input in group activities.
• Am tolerant and understanding yet firm and just. I do possess a proactive approach to resolving and managing conflict situations.
• Am a team player who respects the differences in others whilst maintaining high levels of integrity and diplomacy when dealing with confidential matters
• Am meticulous and articulate to detail.
• Ability to work under extreme pressure and always meets deadlines.
• Am honest and reliable with a pleasant disposition and can effectively deal with effective communication at all levels.

References
Name: [Redacted]
Position Held: Director General
Cell/Tel: [Redacted]
As the HoD and team leader in the numerous activities which formed part of my formal job requirement as well as in the various social and community outreach programmes that I was engaged in required managing, coordinating and directing large scale programmes internationally, nationally and provincially which was inclusive of Presidential special outreach projects and CIVI sector.

**Financial Management:**

- My knowledge and acumen of financial skills and business planning stems from the intense involvement in project proposal and budget crafting at the various spheres of Government, Local Government as well as Provincial levels.

- Networking extensively with communities, government and non-governmental organizations over the years have sharp focused my competencies needed for strategic thinking, negotiating and marketing in strengthening financial partnerships.

**Team Management:**

- The successes and accolades obtained through project engagements can be attributed to my being a team player, quick to build capacity were needed, a keen and patient listener and always understanding the needs of group dynamics.

- Being a provincial chairperson and branch chairperson, Union, Civil activist afforded me opportunities to make invaluable contributions to policy development and implementation but more importantly multi-skilled me with conflict resolution and time management strategies.

**Computer Literacy skills:**

- Advanced Word Processing (MS Word, Corel WordPerfect, Open Office)
- Desktop publishing.
- Database spreadsheets

**Research Skills:**

- Research fieldworker with excellent interpersonal interviewing skills and ability to supervise direction of research.
- Coordination, collation and compilation of data
- Interpretation, synthesising and analysis of data.

**LEADERSHIP AND MEMBERSHIP ROLES**
COMPETENCY PROFILE

Core Management Competencies

- Strategic Capability and Leadership
- Project and Program Management
- Financial Management
- Change Management
- People Management and Empowerment

Process Competencies

- Knowledge Management
- Service Delivery Innovation
- Problem Solving and Analysis
- Client Orientation and Customer Focus
- Collaboration

Knowledge:

- Public Service Act, Public Service Regulation. All prescripts with in-depth knowledge of SA Police Services and metro Police services, Justice system, National Crime Prevention Strategy, Promotion of Access to Information Act and Public Finance Management Act. All core management functions (people management, human resources management, and public financial management.

- Knowledge and application of policies and legislative framework applicable to the SA Police and Crime Prevention Sector and the Social Cluster of the Province and the Country which supports Community and Safety Liaison imperatives namely monitoring of police service delivery, formulation of police, social crime prevention and research including community policing and victim empowerment Project, Management protocols and systems guidelines

- Understanding of key stakeholders within the Justice, Crime Prevention, and Security sector (Security Cluster) and Civil Society of The Province and (and dynamics involved). External and Internal

- Understanding of training and capacity building needs in the context of security service deliverables
- Military Veterans Act of 2011

Project Management:
Morning, you sent it on 20 May and I advised that they be sent to the colleague whose name is in the advert. I shared the names with our colleague who’s in charge of the shortlisting process.

The spreadsheet was names in general.

There were names that were specific for Prasa. Can I send them to you?

Please do so my brother

You deleted this message.
- Ensure that the number of procurement transactions are managed
- Ensure that the nature of procurement spend is managed
- Ensure that there is savings on procurement spend
- Ensure that procurement planning is managed
- Ensure that SCM risk management is performed
- Ensure that the department pays all compliant supplier invoices within 30 days of receipt of invoice

- Diversity and Transformation
  - Ensure that equity targets are met, 50% representation of women at SMS and 2% representation of persons with disabilities across all levels
  - Attraction of youth into the Public Service
  - Ensure that reasonable accommodation is provided to employees with disabilities and employees with small children
  - Ensure that reports have disaggregated data to show beneficiaries in terms of age, race, disability and gender

- Implementation of the MISS and overall accountability for security in the Department
  - Compile reports on the implementation of MISS
  - Establish a security committee for the institution
  - Ensure that a security threat and risk assessment is conducted of the institution by the security committee
  - Ensure and oversee the development, implementation and maintenance of an internal security policy and directives
  - Ensure that Staff Members and Contractors with Access to Sensitive Information are Security Cleared
  - Ensure that security training and awareness programmes are implemented to sensitize employees and relevant contractors and consultants about the security policy and directives and the need to protect confidential information against disclosure.
  - Ensure that employees and contractors, to whom the institution may have to disclose sensitive or classified information are informed on a need-to-know basis and are contractually bound to keep such information secret.
  - Consider the recommendations made in the threat and risk assessment and implement security measures in the most efficient and cost-effective manner that will ensure that identified security risks will be reduced to an acceptable level.
  - Implement measures to ensure the continuous monitoring of compliance with the Minimum Information Security Standards, the internal security policy and any directives issued.
  - Monitor the implementation of the safety plan.
- Ensure that research on provincial safety priorities is conducted in the Province through strategic capability and leadership
- Facilitate research on special projects commissioned by the Civilian Secretariat for Police through strategic capability and leadership
- Facilitate the review policing policies and directives within the Province through strategic capability and leadership
- Review monitoring tools and safety models within the Province through strategic capability and leadership

**Integrated Governance**

- Development of protocol regarding intergovernmental relations
- Creation and maintenance of good working relationships with National Departments, Provincial Departments, Local Government, NGOS, and CBOs
- Provision of institutional and strategic support to the MEC with regard to inter-governmental and inter-sectoral fora

**International and Regional Integration**

- Ensure the performance of Special Projects
  - Cross border crime. As the Chairperson of the Provincial JCPS I was instrumental in the coordination of all the role players in the effort to curb cross border crime and police corruption that enabled the crimes to take place.
  - Firearms and explosives
  - Crimes against women and children
  - Wildlife crime and endangered species

- **Ensure the provision of corporate support services to the department**
  - Facilitate the provision of effective corporate services in the department through strategic capability and leadership, people management and empowerment and change management
  - Facilitate the provision of legal advice and support to the MEC and the Department through strategic capability and leadership and communication
  - Provision of strategic management services in alignment with the Department planning processes through strategic capability and leadership and change management
  - Monitoring and evaluation services within the department through strategic capability and leadership and change management

- Develop and implement an effective and efficient supply chain
KEY PERFORMANCE AREAS

- Promote effective and efficient police service and improved police conduct
  - Ensure the monitoring and evaluation of police stations and SAPS specialized units within the province through strategic capability and leadership and communication.
  - Ensure that compliance audits on Domestic Violence are undertaken at all SAPS stations in the province through strategic capability and leadership and communication.
  - Monitor the implementation of IPID recommendations by SAPS through strategic capability and leadership and communication.
  - Monitor police visibility during major events / public protests / conflicts through strategic capability and leadership and communication.
  - Ensure that service delivery complaints against SAPS are addressed through strategic capability and leadership and communication.
  - Ensure the evaluation of SAPS case dockets takes place through strategic capability and leadership.
  - Facilitate the evaluation of police stations on the implementation of school safety crime prevention protocol through strategic capability and leadership and communication.

- Promote effective and efficient community safety partnerships and the implementation of crime prevention initiatives.
  - Facilitate the establishment of Community Safety Forums through strategic capability and leadership.
  - Oversee the assessment of Community Policing Forums through program and project management and strategic capability and leadership.
  - Facilitate the establishment of ward safety community structures through strategic capability and leadership and communication.
  - Support provincial community safety structures program through strategic capability and leadership and program and project management.
  - Facilitate the implement Crime Prevention Programs within the Province through strategic capability and leadership, program and project management and communication.
  - Facilitate targeted Integrated Law Enforcement Initiatives within the Province through strategic capability and leadership and communication.

- Ensure effective and efficient police policies, practices, methodologies, safety models, monitoring tools and accurate policing needs through research.
KEY PERFORMANCE AREAS

- Coordinate, facilitate and ensure the maintenance of personal security of the Premier.

- Coordinate, facilitate and ensure the maintenance of personal security of the Premier, Director General, other staff members of the Provincial Government, visitors or guests whilst in and around the offices of the Department and at official functions of the Government.

- Coordinate, facilitate and ensure the maintenance of the documents, ICT and communication security procedures within the Department.

- Coordinate a security risk assessment of the department and develop, implement, monitor and maintain department's security procedures and standards.

- The coordination and facilitation of the maintenance of the personal security of the Head of Provincial Government Administration, other staff members of the Department and visitors or guests whilst in and around the offices of the Department and at official functions of the Department;

- To ensure a conducive security environment at all Provincial Government departments, including those with a National Status, Parastatals and National Key Points (NKP) through the implementation of an effective security strategy and plan.

- To establish security mechanisms that aim at ensuring that Provincial Government departments including those with National Status, Parastatals and National Key Points are safe and secured and comply with all relevant security prescriptions.
• OPS POTHER
• OPS STIPPER
• OPS HUMAN

**KEY PERFORMANCE AREAS**

• Planning & conducting crime prevention ops
• Cross border crime prevention
• Provincial disaster management
• Midlands taxi violence priority committee member

------------------------

**INSTITUTION:**
DEPARTMENT OF ARTS & CULTURE

**POSITION HELD:**
MANAGER: SECURITY SERVICES

**PERIOD:**
01 APRIL 2007 – 31 FEBRUARY 2011

**KEY PERFORMANCE AREAS**

• Coordinate, facilitate and ensure the maintenance of the personal security of the Member of the Executive Council.

• Coordinate, facilitate and ensure the maintenance of the personal security of the Head of Department, other staff members of the Department and visitors or guests whilst in and around the offices of the Department and at official functions of the Department.

• Assist in the coordination of security services at multi-departmental official functions attended by the MEC or departmental representatives and routing and tracking of provincial government security service requests to NIA/SAPS;

• Conduct risk assessment on the security of the MEC and the Department and develop, implement, monitor and maintain the departmental security policy, procedures and standards.

• Coordinate, facilitate and ensure the maintenance of the information, physical, IT and communication security procedures within the department.

------------------------
YEAR 2009
CERTIFICATE: SSA SECURITY MANAGEMENT/ADVISOR COURSE
YEAR 2013

HONOURS/ AWARDS / RECOGNITION
DECORATIONS AND MEDALS: UNITAS MEDAL
TEN YEARS GOOD SERVICE

EMPLOYMENT HISTORY:

INSTITUTION: SANDF
ATTESTATION DATE: 18/07/94
SERVING UNITS: NATAL COMMAND AND GROUP 9 HQ
(PIETERMARITZBURG)
CORPS: SOUTH AFRICAN INFANTRY CORP

POSITIONS HELD:
- INTEGRATION LIAISON OFFICER KZN: 07/1994 - 03/1995
- SO3 OPERATIONS PLAN: 12/2000 - 08/2003
- OPERATIONS ACTING SECTION HEAD: 09/2003 - 12/2003

PARTICIPATED IN THE FOLLOWING JOINT OPERATIONS WITH SAPS:
- OPS JUMBO
- OPS PAX
- OPS PAX II
- OPS MOSAIC
- OPS INTEXO
- OPS UNCLE JOHN
- OPS REWARD
I hereby certify that

Gesertifiseer dat

successfully completed this certificate programme

hierdie sertifikaatprogram suksesvol voltooí het

PROGRAMME IN PUBLIC SECTOR FINANCE

Duration of programme

Duur van program

SOUTH AFRICAN POLICE SERVICE

CLIENT SERVICE CENTRE

2019 - 07 - 13

CLEVELAND:

SUID-AFRIKAANSE POLISIENDT

18.02.2009

SECTOR
REKTOR

DATE

DATUM

CHIEF EXECUTIVE OFFICER

HOOF-UITVOERENDE BEAMPTJE

USB

Executive Development Ltd

Bestuursontwikkeling Epk

EQUIS

ACCREDITED
**YEAR PASSED:** 2010

**ACCREDITATION / CERTIFICATION / FORMAL TRAINING**

**ACCREDITATION QUALIFICATIONS:**

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**CERTIFICATE:**

SA ARMY JUNIOR COMMAND AND STAFF DUTIES

**YEAR:** 2006

**FORMAL TRAINING**

KHAEDU PROGRAMME

**YEAR:** 2006

**FORMAL TRAINING**

CORE SKILLS AND DEPLOYMENT MODULES OF PROJECT KHAEDU
SUBJECTS (2ND YEAR):

* INDUSTRIAL RELATIONS I
* MANAGEMENT I
* BASIC SECURITY PRINCIPLES AND PRACTICES
* SECURITY LAW A
* CRIMINAL INVESTIGATION A
* BASIC FIRE PREVENTION AND SAFETY STRATEGY

SUBJECTS (3RD YEAR):

* INDUSTRIAL SECURITY
* LABOUR LAW
* MANAGEMENT II
* SECURITY LAW B
* CRIMINAL INVESTIGATION B
* OCCUPATIONAL HEALTH AND SAFETY LAW
* SECURITY PRACTICE II

* SECURITY PRACTICE III
* MANAGEMENT III
* ACCOUNTING PRINCIPLES
* CORPORATE INVESTIGATIONS

INSTITUTION: UNISA

QUALIFICATIONS: NATIONAL DIPLOMA SECURITY RISK MANAGEMENT

SUBJECTS:

* ADVANCED CORPORATE INVESTIGATIONS
* SECURITY RISK MANAGEMENT IV
* RESEARCH METHODOLOGY
* STRATEGIC MANAGEMENT

YEAR PASSED: 2006

INSTITUTION: UNISA

QUALIFICATIONS: BTECH DEGREE: SECURITY RISK MANAGEMENT

SUBJECTS:

* ADVANCED CORPORATE INVESTIGATIONS
* SECURITY RISK MANAGEMENT IV
EDUCATIONAL QUALIFICATION: ACADEMIC/ PROFESSIONAL

LAST SCHOOL ATTENDED: TECHNIKON SA
HIGHEST STANDARD PASSED: NATIONAL HIGHER CERTIFICATE
YEAR PASSED: 1999

TERTIARY QUALIFICATIONS

INSTITUTION: TELEPOST & TELECOMMUNICATION COLLEGE (DAR-ES-SALAAM)
QUALIFICATION: TECHNICAL OFFICER (NATIONAL CERTIFICATE)
YEAR: 1992 - 1994
SUBJECTS PASSED:
  * BASIC ELECTRONICS
  * SEMI-CONDUCTOR & DIGITAL TECHNIQUES
  * LINE TRANSMISSION AND MULTIPLEX PRINCIPLES
  * SUBSCRIBER APPARATUS & SWITCHING PRINCIPLES
  * TRANSMISSION PRINCIPLES AND MEASUREMENTS
  * RADIO PRINCIPLES AND SYSTEMS
  * BASIC MICROWAVE EQUIPMENT
  * VHF EQUIPMENT (MOTOROLA)

---------------

INSTITUTION: UNISA
QUALIFICATION: NDIP SECURITY MANAGEMENT
YEAR: 2004
SUBJECTS (1ST YEAR):
  * COMMUNICATION IN ENGLISH
CURRICULUM VITAE

PERSONAL DETAILS

SURNAME: [Redacted]
FIRST NAMES: [Redacted]
IDENTITY NUMBER: [Redacted]
DATE OF BIRTH: 15 AUGUST 1988
GENDER: MALE
MARITAL STATUS: DIVORCED
DEPENDENTS: 8
HEALTH: FAIR
HOME LANGUAGE: ZULU
OTHER LANGUAGES: ENGLISH, SOTHO, KISWAHILI, PORTUGUESE, KWANYAMA

RESIDENTIAL ADDRESS: [Redacted]

TELEPHONE NUMBER: (H) [Redacted], (W) [Redacted], (CELL) [Redacted]

NATIONALITY: SOUTH AFRICAN

DRIVER'S LICENCE: C1
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Responsibilities:

- Responsible for Engineering Framework Committee - Involved in modernisation of engineering programmes in partnership with industry and Business.
- Participated in developmental processes of standards in the various industries and training boards especially the MEIETB.
- Developed, lobbied and secured approval for the implementation of the Communication Plan and Strategy for Curriculum 2005 as well as monitoring impact of such through independent service providers.
- Developed the Policy, Strategy and marketing plan for Further Education and Training Sector.

1984 – 1996

NYANGA SSS DEPARTMENT OF EDUCATION

Maths and Science Head, Deputy Superintendent and Acting Superintendent

Achievements:

- Raised the profile of the institution nationally and internationally.
- Increased the participation and success rates of learners in science and economic related career pursuits by 80%.
- Raised the profile and recognition of Mathematics as a language with high success rates and increased external efficiency of the programmes offered: as measured through forward and reverse tracer studies. Developed excellence and successful mixed (full-time and Adult learners) remedial programmes for learners with difficulties in their understanding of Mathematics.
- Maths and Science Educator and Head of Division (1984 – 1991)

Achievements:

- Co-ordinated the Science Olympiad international Competition which led to some students qualifying for an exchange programme abroad.
- Responsible for the recognition of Mathematics as a language to be learnt by all learners at the Institution.
- Contributed to the increase in the participation rates in Engineering, Medicine and emerging careers.
- Responsible for the forging partnerships with Universities, Technikons and Business to identify emerging careers and possibilities for financial assistance of learners.
- Responsible for Career Guidance and counselling.
- Responsible for a constant increase of pass rate in Mathematics of above 70% from 1985 till 1996.
- Responsible for the establishment of an Adult Centre at Engcobo from 1996 and responsible for upgrading of competency and skills level of workers and Out of School Youth.

References

Mr T. E. Molungi
Ex - Director-General: Department of Military Veterans
Cell No: 0828012101  Tsepmolunga@dod.mil.za

Lt General (Retd) T.T. Matanzima
Retired Acting Secof and Retired South African Military Ombuds
Cell No: 0828076904

Dr T Gamede
Chief Policy Strategy and Plan, Department of Defence:
Cell No: 082 3396941  Thobeiile. Gamede@dod.mil.za
- Task team member for the development of General and Further Education and training Quality Assurance.
- Co-ordinate the partnership and collaboration between Education, Labour and Department of Trade and Industry on learnerships, demand led programmes and learning support services.
- Facilitated process leading to the Partnership agreement between Department of Education and Department of Labour on the joint venture on learnerships.
- Development of procedures and criteria for registration of private further education and training institutions.
- Responsible for the development of Funding system for Further Education and Training Sector.
- Providing advice on DStE’s strategic repositioning for regulating the private FET provision.
- Developed in collaboration with DoL, and other critical stakeholders, the learnership framework which informed the identification of critical criteria for selection of learnership programmes.
- Costing as well as the roles and functions of SETAs.

**Acting Director for Planning and Institutional Support (1998 - 1999)**

**Responsibilities:**

- Participated in the Education cross-cutting Human Resource Development needs analysis for emerging careers for the Foresight Project: Department of Arts, Culture and Science.
- Developed a working Paper on the components of a system for Learning support services in FET: Career Guidance, Placement, Pre and Post Counselling; Trend Analysis; Occupational Classification system in collaboration with the Skills Planning Development Unit (SPDU) of the Department of Labour.
- As a DoL representative in the NSA Project Steering Committee charged with the development of a learnership system, thus, produced the Framework for learnership and ETQA function for SETAs, Framework for Learnership learning agreements and learning contracts.
- Developed guidelines for the development of learnerships and skills programmes as well as costing framework which encompass planning, design, development, implementation, assessment and continuous feedback through monitoring and evaluation.
- Developed indicators for evaluation and impact assessment regarding efficiency and effectiveness as well as design and methodology for collecting reliable and valid data on the indicators.
- Developed the standards and Qualifications for ETD (Occupationally directedness) Standard Generating Body in partnership with Department of Labour.
- Co-ordinating the development of a framework for partnership and collaboration between Department of Education and Department of Labour.
- Identification of partnership arrangements necessary for the delivery of essential capacity building programmes for the delivery of FET Act 1998 and National strategy based on capacity audit.
- Member of the Quality Assurance Coordinating Committee responsible for the determination of indicators for the Education For All (EFA) Project as well as the refinement of the instruments for systems evaluation at grade 3, 6, and 9 in line with the planned curriculum reform plan.
- Reference group for open learning research which evaluated the research that was outsourced to service providers.
- Introduction and successful marketing of the learnership concept within the National and provincial Departments of Education.
- Co-ordinate the partnership and collaboration between Education, Labour and Department of Trade and Industry on learnerships, for the development of demand led programmes and learning support services.
- Development and securing approval of the Partnership agreement between Department of Education and Department of Labour on the joint venture on the roll out of learnerships within public FET colleges.
- Development of unit standards for SDF through the IN the ETDP learnership working group.
- Development of the template that informed the framework on the Funding system of learnerships as well as Further Education and Training Sector.
- Development of the working paper the strategic positioning of youth programmes in partnership with DoL.
Developing Service Level Agreements for services that are to be outsourced within the unit.

In 2002, established a working group representative of provincial departments of education, DOL, SAQA, Unamuul, APPED which provided strategic advice and input on the instruments developed to regulate private FET provision in recognition of the schedule 4 constitutional obligation.

2004-2006 Department of Education 123 Schoeman Street Pretoria 0001

Chief Education Specialist: Further Education and Training Branch: Private FET Colleges Directorate

Responsibilities:
- Development of the model for analysis and evaluation of financial audits as part of financial and business risk assessment and evaluation of financial sustainability of business entities that operate within the education and training sector
- Development of administrative instruments for amendment, conversion and monitoring and evaluation of business entities that offer private education and training within FET
- Coordinating quality assurance matters across ETQAs, SETAs, Unamuul and SAQA so as to standardise the accreditation (programme and institutional) reports issued to private institutions
- Providing leadership in the monitoring of private FET institutions through annual reporting and knowledge management information and business intelligence systems
- Conducting legal and financial due diligence which encompass financial and business risk analysis of institutions as well as evaluation of the applications through the determination process
- Crafting responses for the Registrar on the outcome of the financial and business risk assessment as well as responses to appeals lodged
- Coordinating the standardisation of the reporting format of Occupational health and safety audit reports with the Department of Labour and the accredited providers throughout the country

2001 - 2003 Department of Education 123 Schoeman Street Pretoria 0001

Chief Education Specialist: Further Education and Training Branch: Private FET Registration Directorate: Private and Public FET Colleges

Responsibilities:
- Development of resource mobilisation strategy that led to the establishment of the Private FET Registration Directorate
- Analysis of skills and competencies needed as well as development of the Directorates organogram, job analysis and descriptions for the various competencies required for the various positions.
- Responsible for the pre-registration survey of private FET institutions in South Africa
- Development of instruments for regulating private education provision and monitoring compliance to the legislative framework
- Development of the road map to inform the Department on the size and scope of private FET provision which included development of a concept paper, content planning and instrument design to collect the data for the pre-registration survey, capturing and analysis of data and verification through involvement of the critical external and internal stakeholders on the analysis and interpretation of data collected
- Development of the Working Paper on the private FET pre-registration survey, 2001
- Responsible to provide advice on the administrative, capacity requirements as well as operations strategy for the registration of private institutions in South Africa

Directorate: Special Programmes sub-directorate

Responsibilities:
- Reference group for open learning research
• Providing advice on DoE’s strategic repositioning for regulating the private FET provision as well as identification of functions that could be resourced as well as the necessary monitoring of such.

• Identified and presented necessary amendments to the FET Act to provide for regulating private FET institutions to the legal services business unit for consideration and submission through governance structures for approval.

• Developed an HRD strategy to provide the staff with the skills and competencies to provide support for the regulating private FET institutions, ETQA coordination, curriculum reform (national curriculum statements for FET colleges) as well as institutional landscape for FET Private and FET Colleges during (2001 – 2003).

• Provided continuous strategic advice on possible fast tracking through collaboration with social partners through competition as well as responses from the Competition Tribunal.

• Member of the Training Committee for the Department of Education and thus responsible for evaluating the HR planning and development within the Department as well as collation and finalisation of the WSP for ETDP Seta. As Skills Development Facilitator 2000-2003, identified training programs as well as accredited service providers, to utilise to help bridge the skills gap identified in the Skills Audit for the unit.

• As a DoE representative in the NSA Project Steering Committee, charged with the development of a learnership system, thus, produced the Framework for learnership and ETQA functions for SETAs, Framework for Learnership learning agreements and learning contracts.

• Developed guidelines for the development of learnerships and skills programmes as well as costing framework which encompass planning, design, development, implementation, assessment and continual feedback through monitoring and evaluation.

• Developed indicators for evaluation and impact assessment regarding efficiency and effectiveness as well as design and methodology for collecting reliable and valid data on the indicators.

• Developed the standards and Qualifications for ETD (Occupationally directedness) Standard Generating Body in partnership with Department of Labour.

• Successfully facilitated process leading to the Partnership agreement between Department of Education and Department of Labour on the joint venture on learnerships.

• Developed the learnership framework as well as the accompanying guidelines and criteria for selection and evaluation of learnership programmes in line with national priorities in the various economic sectors.

• Development of template for evaluating business and financial risk of institutions as well as determination of risk transfer through partnerships between private and public institutions for delivery of learnerships.

• Identification and Development Task directives for partnerships between private and public FET institutions as well as outsourcing of functions including the roll out of the marketing strategy as well as the perception survey.

• In 2003-2004 developed and secured approval of regulations, application forms and guidelines for regulating private institutions.

• Development and implementation a medium to long term high impact integrated communication strategy (8 Ps) and plan to raise the profile of the debate around private institutions for the registration of private FET institutions, raise awareness on consumer protection as well as provide advice to the institutions on how to better position themselves for registration.

• Mobilisation to secure of buy in through consultation with GENFETQAC/ Umalusi, SAQA, APPETO, SETA- ETQA Forum on accreditation, assessment and quality assurance issues as a means of promoting peer evaluation and continuous quality improvement.

• Developed and implemented the resource mobilisation strategy for FET, with the evaluation of projects using business analysis techniques, which led to the establishment of the private FET registration Unit, which was elevated in 2003 to Director Level.
• Development of DCD submissions for the MINCOMBUO regarding additional resources for servicing force prep, readiness and employment in fulfillment of government ordered commitments.

• Introduced Directorate Operational Plans as part of strategic planning, WSP and performance evaluation methodologies that strengthen alignment with the above HR practices.

• Successfully raised the profile and positioning of risk management within CPP, an intervention that led to the creation of a separate unit to address risk management within the strategy, policy and planning division, as well as the costing thereof.

• Provided leadership in the longitudinal desktop analysis of guidelines issued by the MinDef, SecDef and CSANDF as part of M&E as well as attribute mapping.

• Developed a working paper on the repackaging of the strategic plan in line with the Treasury Guidelines as amended as well as the monitoring of the alignment of ENE processes and guidelines.

• Developed processes and system to inform the content development, consultation, quality assurance, (DTF) production, publication of strategic plans, quarterly reports, annual reports as well as presentations to various oversight committees.

• Created visibility of the need to restructure Project Nutumane. Developed the concept document that informs the programme structure, delivery mode, resourcing, the piloting and the roll out, which got approved by PDSIC and is being implemented.

1996–31 July 2006

NATIONAL DEPARTMENT OF EDUCATION
Chief Education Specialist: Further Education and Training Branch

Directorate: Private FET Colleges

Achievements:

• Developed models and templates for conducting financial and business risk assessment.

• Developed Instruments and accompanying guides for registration, amendment, conversion and annual reporting for business entities that operate within the education Industry.

• Successfully marketed the importance of triple bottom line, economic reporting and global reporting as part of ensuring compliance as part of regulating private education provision.

• Established the Private FET Registration Unit and a blueprint to inform its operations and critical functions of financial and business risk assessment, knowledge and information resource management and stakeholder management including the establishment and operationalisation of the current full functioning call centre.

• Developed the business strategy, operations design and management strategy, knowledge management and information, resource mobilisation strategy necessary for regulating private FET provision in South Africa. In line with the blueprint for regulating the private further education and training provision in South Africa with the accompanying functional areas involving policy development and support knowledge management systems design.

• Developed the Working Paper in collaboration with the HE private Registration Unit that informs the operations strategy for the creation of a single national registration unit for both private FET and HE Institutions.

• Identified necessary amendments to the FET Act, 1998 so as to give effect to the developed regulations for registration of private FET institutions in South Africa as well as instruments for registration and monitoring compliance with the requirements of the FET Act, 1998; SAQA Act, 1995 and relevant labour laws and corporate law protocols.

• Developed the instruments to collect the data for the pre-registration survey, captured the data and analysed and consulted the critical external and internal stakeholders on the analysis and interpretation of data collected.

• Conducted the first baseline exploratory study in 2001 on the size and distribution of private FET institutions, which helped to provide advice on the administrative, capacity requirements as well as operations strategy for the registration of private institutions in South Africa.
• Provide leadership to the Departmental Planning and Budgeting Committee, its mandate, operation and reporting thereof
• Manage the civil military relations between the Department and the Parliamentary Oversight Committees
• Coordinate the relations between the DCO and the Treasury with regards to management of Performance Information
• Collaboratively with the Finance division monitor the implementation of the multi-pronged strategy to help realise qualification free audit in the DDO, with special emphasis on operation clean audit.
• Coordinate the strategy and priority formulation and reviews for the Department through Annual Planning and Budgeting Seminars, Biannual Minister's Strategic Workshops, Biannual DOD Workshops, Biannual Defence Secretariat Workshops and Annual Divisional Workshops for the Strategy, Policy and Planning Division.
• Provide leadership to the development and implementation of systemic monitoring and evaluation through the Balanced Scorecard, and the customisation thereof

1/08/2006 to 30 October 2011

DEPARTMENT OF DEFENCE

Director: Strategy and Planning: Chief of Defence Policy and Planning Division

Responsibilities
• Collaboratively develop the defence strategy and strategic plan to guide the defence functional strategies line with domestic and national security landscape.
• Continually align DOD planning instruments with government planning frameworks
• Provide leadership to the development, publication, implementation and management of the control of DOD level 1 Strategic business Plan.
• Provide leadership towards the development of inputs to the ENE as well as the monitoring of performance against plan.
• Provide leadership the development, publication of DOD Level 1 Quarterly and Annual reports
• Provide Leadership towards the development and management of DOD Inputs to MTEF and MTSF and POA and ensure inclusion of those in the DOD strategic plans
• Develop monitoring and evaluation instruments in line with government prescriptions
• Conduct research on strategic positioning in government and provide implications for the Department of Defence
• Provide leadership to the identification of strategic issues within the Secretarial
• Provide leadership towards the Identification of programmes necessary to capacitate the DOD planners and managers in planning, reporting as well as Monitoring and Evaluation

Achievements August 2006 to - date

• Initiated ownership of the strategic plans, quarterly report and annual reports within the Department.
• Ensured compliance with regulatory frameworks regarding the development, consultation, approval, publication and tabling of the Strategic Plans, quarterly reports and Annual reports
• Improved the content and quality of strategic plan, quarterly and annual reports for the Department
• Amended and marketed the DDO planning framework and ensured alignment with the government planning framework
• Introduced systems for monitoring the performance against plan as well as spending patterns as well as consistent monitoring of corrective measures at DPSEC in pursuit of Treasury Regulation 5.3.1 developed in terms of the PFMA, 1999
• Provided leadership to the development of planning guidelines to provide for one-stop shop reporting for the various Govt projects including POA.
• Participated in the submission of options to the National Treasury
2000
University of South Africa
Certificate Programme in Economics and Public Finance
Certificate in Industrial Relations Management

1991
University of the Orange Free State, Bloemfontein
MED specialising in Comparative education, systems design and organisational Development

1986
University of Transkei, Umtata
BSc
Postgraduate Diploma in Education
BED
Other courses
Sweden, Stockholm (Swedec)
Department of State Expenditure
Accounting in government (distinction)
Financial Management course
Internal control in government (distinction)
Advanced Project Management Course for Administrative and Professional Personnel
Course on HEAT software for call centre operations control, knowledge and client management
Goldmine on database management, and report writing

Membership
SACE, IOD SA, LPC

Author & Publisher
STRENGTH NURTURING GOD'S TALENTS THROUGH STEWARDSHIP [ISBN:978-4-49909-292-0]

Career background

DEFENCE AND MILITARY VETERANS VOTE

DEPARTMENT OF MILITARY VETERANS
1/9/2019 TODATE ACTING DEPUTY DIRECTOR-GENERAL: ADMINISTRATION PROGRAMME

Areas of Responsibility

- Provision of corporate support services in the Department of Military veterans
- To provide (a) departmental direction to ensure effective management of the department and (b) infrastructural and accountability support to the Organs of state established through and by the Military Veterans Act, 1
- To co-ordinate and facilitate research, policy, strategy and operational planning processes.
- To manage the entire facilities management value chain.
- Provision of integrated human resources management strategy
- Coordinate the provisioning of appropriate physical, logistical and ICT infrastructure

1 Section 6(1) of the Military Veterans Act of 2011.
RESUME' FOR

Resides Pretoria
Telephone Numbers
ID Number
Nationality South African
Languages Xhosa, English
Postal Address
Email Address

Academic Background
2020 LLD Candidate: University of Pretoria
2016 Pupillage Programme Attended and Completed
2013-2019 University of Pretoria
LLM Intellectual Property and Cyberlaw
Dissertation: CYBERSECURITY POLICY AND LEGISLATION IN SOUTH AFRICA
LLM EXTRACTIVE INDUSTRIES IN AFRICA
THE DISSERTATION on TOWARDS LEGISLATION TO PROMOTE ARTISANAL SMALL SCALE MINING (ASM)
Attended the Capacity Building Programmes on
Course on Public International Law,
Course on International Human Rights Law
Summer School on Air, Space and Telecommunication Law

EMPOWERMENT

SANDF
Coordinator and Presenter of the Biannual Programme on
Deepening Outcome Based Planning within Defence (2009-2011)
Presenter the corporate Management Module for the Joint
Senior Command and Staff Programme within the South
African National War College
Maths Educator at General, Further and Higher Education
Mentor for Engineers, Actuaries and Strategists
Member of Military Spouses Forum

2009 University of South Africa LLB, UNISA LAW SCHOOL
(LEAD) PMT Certificate in Practical Legal Training (PLT)
Certificate for Notary Practice, Certificate on Conveyancing
Practice
Admission as an Advocate of the High Court

2004 University of South Africa
Master in Business Leadership (MBL)
International Financial Markets; Advanced Financial
Management, Corporate and Business Strategy; Services
Marketing

2001 University of South Africa
Certificate in Programme for Business Leadership (PBL)
Certificate Programme in Entrepreneurship
APPOINTMENT OF MEMBERS OF THE BOARD FOR ONDESTEPOORT BIOLOGICAL PRODUCTS (SOC) LIMITED (OBP)

1. SELECTION CRITERIA

Requirements:
Nominated persons will have a leadership and oversight role on effective and efficient governance and performance of the OBP.

Qualifications, Skills and Experience:

- Audit and Risk
- Animal Health / Husbandry
- Pharmaceuticals / Veterinary or Biological Sciences
- Human Resource Management
- Financial Management
- Corporate Governance
- Engineering / Research and Development
- Law
- Vaccine Development

2. INTRODUCTION

(i) The Selection Committee, after careful consideration of the principles of good governance and continuity (especially institutional memory), resolved that applications from members of the current Board would not be considered for shortlisting and inclusion in the new Board.

(ii) The Selection Panel also advised that the inclusion of a category to address Engineering concerns due to the OBP establishing a Good Manufacturing Practice (GMP) Facility may be catered for within the recruitment and selection practices of the OBP. The Selection Panel is of the view that the OBP can insource this capacity at management level and not the Board as it is a temporary requirement.

(iii) The Selection Committee agreed on categorization and stratification of the nine qualification criteria into six critical areas and then shortlist the candidates in accordance with the areas of specialties/skill as indicated in 3.1 to 3.6.

3. RECOMMENDED CANDIDATES BASED ON THE SELECTION CRITERIA, SKILLS SET AND SPECIALITY

The Selection Committee considered a number of applicants and identified two most suitable applicants for each category. These are indicated below as well as the preferred candidate for appointment in each category.
# Profiles of Recommended Members for the Board of OndestePoort Biological Products (SOC) Limited (OBP)

21 September 2020

<table>
<thead>
<tr>
<th>No</th>
<th>Name and Surname</th>
<th>Age, Gender and Demographics</th>
<th>Expertise Category</th>
<th>Qualification</th>
<th>Work Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>[redacted]</td>
<td>46, African Male</td>
<td>Animal Health / Husbandary / Veterinary</td>
<td>PhD Animal Breeding and Genetics, Masters of Business Leadership, MSc Agriculture, BSc Agriculture (Honours), BSc Agriculture, Matric</td>
<td>Director, Ozone Agri Development Solutions Pty (Ltd) (2017- current), Director, Youth Changing Life Foundation, 2016- current, Head of Department &amp; Research professor, Tshwane University of Technology, 2013-current</td>
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<tr>
<td>3.</td>
<td>37 years</td>
<td>Indian Female</td>
<td>LAW</td>
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<td></td>
<td></td>
<td></td>
<td>• LLB</td>
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<td></td>
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<td></td>
<td>• Certificate of Mediator Accreditation</td>
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<td></td>
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<td>• Rights of Appearance in the High Court of South Africa</td>
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<td></td>
<td></td>
<td></td>
<td>• Attorney at the Legal Board of South Africa</td>
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<td>• Express branch for Scorpions Legal Protection</td>
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<td></td>
<td></td>
<td></td>
<td>• Attorney on the panel for Workerslife</td>
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<td>• Attorney on the panel for Clientele Legal</td>
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<td>• Attorney on the panel for Alfred Duma Local Municipality</td>
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<td>• Attorney on the panel for State Attorney</td>
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<td>• Attorney for the Ladysmith Association for the Aged</td>
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<td></td>
<td></td>
<td></td>
<td>• Certified Mediator</td>
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<td></td>
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<td></td>
<td>• Commissioner for small court Ladysmith</td>
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<tr>
<td>4.</td>
<td>51 years</td>
<td>African Male</td>
<td>HUMAN RESOURCES</td>
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<td></td>
<td></td>
<td></td>
<td>• MBA</td>
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<td></td>
<td></td>
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<td>• Honours Degree in Human Resource Development</td>
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<td>• Post Graduate Diploma in Management</td>
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<td></td>
<td>• BCom Degree</td>
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<td></td>
<td></td>
<td></td>
<td>• Matric</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>• Senior Labour Relations Officer/ Team Leader Employee Relations, Department of Health/Gauteng Shared Services Centre, Mar 2002- Mar 2005</td>
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<td></td>
<td></td>
<td></td>
<td>• Professional Nurse, Cullinan Care and Rehabilitation Centre, Jan 1996- Feb 2002</td>
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<td></td>
<td>• Mentor, Medunsaa, 1992-1995</td>
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<tr>
<td>No.</td>
<td>Name</td>
<td>Age</td>
<td>Gender</td>
<td>Position/Role</td>
<td>Education/Certifications</td>
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<tr>
<td>5.</td>
<td></td>
<td>49</td>
<td>Female</td>
<td>Director, Fraudsters (Pty) Ltd, current</td>
<td>B.Compt Honours, Bachelor of Accounting, Certificate in Theory of Accounting, Chartered Accountant</td>
</tr>
</tbody>
</table>
Summary Of Shortlist

Initials & Surname Race & Gender
1. [REDACTED] African Male
2. [REDACTED] African Male
3. [REDACTED] African Male
4. [REDACTED] African Female

Summary
1. [REDACTED] African Male in position of a LLB degree and postgraduate qualification in management practice. Currently functioning as the CEO of the National Heritage Council from 2004 to date and prior to this Managerial experience was as a Manager in Business Administration in the Department of Trade and Industry. Display strategic leadership as his strength in his CV. The candidate was shortlisted as he met the shortlisting and panel criteria.

2. [REDACTED] African Female in position of an LLB and Master of Property Law, currently studying towards a MBA. Currently a Senior Legal Manager: Claims Assurance at the Road Accident Fund from 2017 to date, prior to this she was a Director in private practice from 2015 to 2019. Also worked as a Legal Manager: Parliamentary at the Mpumalanga Provincial Legislature from 2015 to 2017. Prior to this she was a Senior Manager: Legal Services at a Marikana mining and investment from 2012 to 2017. Also worked as a Senior Manager Legal Services, Commission for gender equality and a Senior Associate at [REDACTED] incorporated from 2009 to 2012 and also as an Executive Director for people opposing women abuse from 1997 to 2000. The candidate was shortlisted as she met the shortlisting and panel criteria.

3. [REDACTED] African Male in position of a LLB and LLM degree. Currently working as the Senior Special Advisor to the Minister of Justice and Correctional Services from 2019 to date, prior to this he was a Chief Director at the United Nations from 2014 to 2019, also served as the Deputy Ambassador to the United Nations in New York from 2019 to 2014, prior to this he worked as a Director: Humanitarian Affairs from 2005 to 2009. He has over 15 years' experience as a Senior Manager. Also serve as the chair for various committee and sub committee. Admitted as an Attorney. The candidate was shortlisted as he met the shortlisting and panel criteria.

4. [REDACTED] African Male in position of a BA, BA Honours and LLB. Currently working as a Business Developer, sales and marketing at Murray and Roberts from 2018 to date, prior to this he was Deputy City Director and Ekurhuleni Municipality from 2006 to 2010 and also as a Strategic Executive Director at the same municipality from 2002 to 2006 and prior to that a DOG and Department of Safety and Security from 1996 to 1995. Served on various panel and discussion group. The candidate was shortlisted as he met the shortlisting and panel criteria.
REFERENCE: 23/02/00
CENTRE: NATIONAL OFFICE, PRETORIA

SALARY: R1 975 533 - R2 228 820 per annum (All Inclusive)
The successful candidate will be required to sign a performance agreement.

REQUIREMENTS:
- An undergraduate Legal qualification (NQF 7) and a postgraduate legal qualification, NQF 8
- 8-10 years' experience at senior managerial and leadership levels, of which 3 years must be with any organ of state as defined by the Constitution
- Admission as a Legal Practitioner (Attorney or Advocate) will be an added advantage
- Sound knowledge and understanding of the South African constitutional and legal systems
- Knowledge and understanding of international law and legal system
- Knowledge and understanding of the PFMA.

SKILLS AND COMPETENCIES:
- Visionary leadership, analytical thinking, and lateral thinking
- Strong strategic management and the ability to work and interface constructively with key stakeholders in the Justice sector including the Judiciary and the legal profession
- Appreciation of broad based economic empowerment principles.
- Ability to initiate, interpret and translate national policies for implementation
- Programme and project management
- Financial and people management
- Change management
- Communication.

DUTIES
- Marshal the resources of the DOJ&CD to effectively advise, support and assist the Minister in the execution of the Justice mandate under the portfolio.
- Oversee the management and administration of the Department through the provision of strategic leadership on Legislative Development, Court Administration and Master of the High Court Service.
- Oversee the promotion and the implementation of legislation and programmes advancing the constitution, constitution democracy and human rights.
- Ensure effective corporate governance through financial management, risk management, audit, systems and procedures.

ENQUIRIES: Mr D Mofolo (012) 357 6888

APPLICATIONS: Quoting the relevant reference number, direct your application to: DOJO-23-02-00@justice.gov.za

NOTE: Interested applicants must submit their applications for employment to the email address specified to each post. The email must include only completed and signed form Z83, obtainable from any Public Service Department or on the internet at www.gov.za, a CV with a font size of 10 and Arial theme font, copy of Identity Document, Senior Certificate and the highest required qualification as well as a driver’s license where necessary. Attachments must be limited to 10 megabytes. Emails that do not comply with the above specifications will bounce back without reaching the Department. Original/uncertified copies must be produced by only shortlisted candidates and must be produced during the interview date.

A SAPA evaluation report must accompany foreign qualifications. Applications that do not comply with the above mentioned requirements will not be considered. All shortlisted candidates for SMS posts will be subjected to a technical and competency assessment. A pre-entry certificate obtained from National School of Government (NSG) is required for all SMS applicants. Candidates will complete a financial disclosure form and also be required to undergo a security clearance. Foreigners or dual citizenship holders must provide the Police Clearance certificate from country of origin. The DOJ&CD is an equal opportunity employer. In the filling of vacant posts the objectives of section 195 (1) (i) of the Constitution of South Africa, 1996 (Act No: 108 of 1996), the Employment Equity Imperatives as defined by the Employment Equity Act, 1998 (Act No: 55 of 1998) and relevant Human Resources policies of the Department will be taken into consideration. Reasonable accommodation shall be applied for People with Disabilities including where a driver’s license is a requirement. Correspondence will be limited to short-listed candidates only. If you do not hear from us within 3 months of this advertisement, please accept that your application has been unsuccessful. The department reserves the right not to fill these positions. Women and people with disabilities are encouraged to apply.
<table>
<thead>
<tr>
<th></th>
<th>STRUCTURE OF PRESENTATION</th>
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<tbody>
<tr>
<td>1.</td>
<td>Background</td>
<td>Slide 3</td>
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<tr>
<td>2.</td>
<td>Legislative Framework</td>
<td>Slides 4-5</td>
</tr>
<tr>
<td>3.</td>
<td>The Nomination Process</td>
<td>Slide 6</td>
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<tr>
<td>4.</td>
<td>Members of National Assembly</td>
<td>Slide 7</td>
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<tr>
<td>5.</td>
<td>Public Service Officials</td>
<td>Slide 8</td>
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<tr>
<td>6.</td>
<td>Limiting Multiple Membership of Boards</td>
<td>Slide 9</td>
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<tr>
<td>7.</td>
<td>Shortlist</td>
<td>Slide 10</td>
</tr>
<tr>
<td>8.</td>
<td>Recommended Candidates</td>
<td>Slide 11</td>
</tr>
<tr>
<td>9.</td>
<td>Candidates’ Profiles</td>
<td>Slide 12-14</td>
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<tr>
<td>10.</td>
<td>The end</td>
<td>Slide 15</td>
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</tbody>
</table>
The following table summarises the profiles of the recommended candidates.

<table>
<thead>
<tr>
<th>NO</th>
<th>NAME</th>
<th>SKILL CATEGORY</th>
<th>GENDER</th>
<th>RACE</th>
<th>AGE</th>
<th>BRIEF PROFILE</th>
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<tr>
<td>5.</td>
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<td></td>
<td>Currently the Executive Director of Strategic Partner Africa (Pty) Ltd, a management consulting firm. He is a communication specialist who served the University of Limpopo in various capacities for 25 years. He holds an MBA from Regenesys Business School and a BA from the University of Limpopo.</td>
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<tr>
<td>6.</td>
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<td></td>
<td>Currently works as a Dean in the Faculty of Engineering and the Built Environment of the University of Cape Town. She holds a PhD in Civil Engineering, a BSc in Chemical Engineering and a MSc in Chemical Engineering.</td>
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<td>7.</td>
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<td></td>
<td>Is an accomplished researcher, administrator, manager and strategist. She has extensive public sector and private sector experience serving in leadership roles. Her experience spans security and strategy in the various roles she has occupied which include Director-General in the Department of Economic Development and Department of Women. She holds a Masters Degree in Security Studies and a Masters in Sociology.</td>
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<tr>
<td>8.</td>
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<td></td>
<td>Currently the Managing Director of Myce Consulting and is qualified as a Chartered Accountant. Her experience spans managing a private enterprise, strategy and financial management. She holds a B.Com Accounting degree.</td>
</tr>
</tbody>
</table>
The following table summarises the profiles of the recommended candidates.

<table>
<thead>
<tr>
<th>NO</th>
<th>NAME</th>
<th>SKILL CATEGORY</th>
<th>GENDER</th>
<th>RACE</th>
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<th>BRIEF PROFILE</th>
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<tr>
<td>3.</td>
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<td></td>
<td>Currently serves as the CEO of MMND Engineering. He holds a degree in Mechanical Engineering, a post graduate in Project Management &amp; Business Management. He has experience in Strategic Growth, Railway Industry (12 years): Railway Product knowledge, Railway Operations, and Rail Manufacturing. He has served as a Technical Advisor at General Electric on C30ACi Locomotive, the first AC diesel-electric locomotive to be introduced to sub-Saharan Africa. He also served as Performance Analyst at Bombardier Transportation’s electricstar for Gautrain Project, in South Africa. Prior to this, Matodzi was Assistant Technical Fleet Owner at Transnet (Wagon Business) on both container wagons and new build wagons. He acquired considerable international experience in management, operations and technical skills on rolling stock in rail industry in France, United Kingdom, Brazil and USA.</td>
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<tr>
<td>4.</td>
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<td></td>
<td>Currently serves as a Chartered Accountant. She currently provides specialist accounting financial advice and opinions on the interpretation and application of the Johannesburg Stock Exchange (JSE) Listings Requirements and IFRS, to all companies listed thereon. She deals with and evaluates complex financial reporting investigations, and makes recommendations based on analysis.</td>
</tr>
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</table>
The following table summarises the profiles of the recommended candidates.

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<tr>
<th>NO</th>
<th>NAME</th>
<th>SKILL CATEGORY</th>
<th>GENDER</th>
<th>RACE</th>
<th>AGE</th>
<th>BRIEF PROFILE</th>
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<tbody>
<tr>
<td>1.</td>
<td>(Recommended Chairperson)</td>
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<td>has extensive experience in leadership roles, which includes serving as MEC for Transport and Public Works in the Western Cape. He championed the most comprehensive Transport White Paper ever adopted at Provincial Government as MEC for Transport and Public Works, innovating with dedicated public transport lanes, ensuring good inter-governmental relations, championing train safety, and various other matters. He holds a graduate Diploma on Good Governance Policy and Leadership from Wits University.</td>
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<td>2.</td>
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<td>an admitted and practising Advocate of the High Court of South Africa and a member of the Johannesburg Society of Advocates. His board experience includes being appointed by the government of KwaZulu Natal to the Board of Ezemvelo KZN Wildlife. Prior to that, he served as an alternate Board member to the South African Cities Network. Recently, he was appointed to the Board of Tshwane.</td>
</tr>
</tbody>
</table>

**NB:**
Recommended Chairperson is an **African Male** with strong Governance background.
There is no recommendation for an **African Female** since there is no provision in the Act for the position of Deputy Chairperson.
The following list reflects the recommended candidates for appointment to the Board of Control. The list takes into account gender representivity, generational mix and further ensures adequate skills required to manage a strategic entity such as PRASA.

- 4 women and 4 men,
- 3 of the recommended Board members are below the age of 40

EXPERIENCE & QUALIFICATIONS

- 3 members have experience in the management of private enterprise
- 1 member has experience in security covered as a sub-sector of Governance,
- 2 members have Engineering qualifications and experience (1 member have qualifications and experience in Mechanical Engineering and another one in Civil Engineering)
- 2 members have experience in Finance and are both qualified as Chartered Accountants.
A revised shortlist of 16 candidates is outlined in the table below:

<table>
<thead>
<tr>
<th>NO</th>
<th>NAME</th>
<th>SKILL CATEGORY</th>
<th>GENDER</th>
<th>RACE</th>
<th>AGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Governance</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Transport Planning</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Finance</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Legal</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Legal</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Private Enterprise Management</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Chartered Accountant</td>
<td></td>
<td>Indian</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Private Enterprise Management</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Strategy</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Governance</td>
<td></td>
<td>White</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>Private Sector</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>Governance</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Private Enterprise Management</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td></td>
<td>Rail Engineering</td>
<td></td>
<td>African</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td></td>
<td>Civil Engineering</td>
<td></td>
<td>White</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td></td>
<td>Chartered Accountant</td>
<td></td>
<td>African</td>
<td></td>
</tr>
</tbody>
</table>
Paragraph 37, Chapter Three of the Handbook provides:

- An official's first duty as an employee is towards the Executive Authority and towards the current government through the head of the department.

- The principal duty of a board member of a state or state controlled institution, on the other hand, is to work towards achieving the statutory interests of the institution. There is a potential conflict of interest when an official serves as a board member.

- However, there may exist special circumstances under which public service officials may serve on the board of a state or state controlled institution. Where such an official serves on the board in private capacity, paragraph 38(c) of the Handbook provides:

- Officials may serve on boards in their private capacity, provided that the Executive Authority responsible for the institution grants permission in terms of section 30 of the Public Service Act if remunerated work is involved.
Paragraph 42, Chapter Three of the Handbook provides:

The ability of candidates to serve on a number of boards depends on the circumstances and competencies of the candidate. The reason for limiting multiple membership is to ensure that members are able to pay proper attention to the affairs of the institutions on whose boards they serve, to broaden participation in public sector governance, to avoid tokenism, to minimize opportunities for corruption and to minimize conflicts of interest.

To this end, paragraph 43 provides the following principles to limit multiple memberships of boards:

a) An individual may not serve on more than three boards, whether private or public.

b) An individual may not be chairperson of more than one board at any time.

c) An individual serving on the board of a regulatory entity may not simultaneously serve on the board of a government enterprise that is regulated by the particular regulatory entity.

d) Retirees may not serve on more than five boards.

Notwithstanding, the Executive Authority can exercise his prerogative to deviate from these principles if the selection committee advances justifiable grounds to do so.
In terms of the enabling law, PRASA's Board of Control consists of 11 members, including the Chairperson.

The Minister is required to appoint 8 members to the Board.

The remaining 3 members should be nominees of:

a) The Department of Transport  
b) National Treasury  
c) SALGA
APPOINTMENT OF PRASA BOARD OF CONTROL

Section 24 of the Legal Succession to the South African Transport Services Act, 1989 (Act 9 of 1989) provides as follows:

(24) Board of Control

(1) The affairs of the Corporation shall be managed by a Board of Control of not more than 11 members including the chairman, who shall be appointed and dismissed by the Minister.

(2) At least-
   (a) one of the members of the Board of Control shall be an officer in the Department of Transport;
   (b) one of the members of the Board of Control shall be an officer in the Department of Finance;
   (bA) one of the members of the Board of Control shall be an officer in the Department of State Expenditure;
   (c) one of the members of the Board of Control shall be nominated by the South African Local Government Association.
   (d) three of the members of the Board of Control shall have expertise and experience in the management of a private sector enterprise.
APPOINTMENT OF PRASA BOARD OF CONTROL

(3) The Minister shall appoint the Corporation's first Board of Control with effect from the date referred to in section 3 (1).

(4) The first Board of Control shall appoint a secretariat which shall carry out, on a full-time basis, such functions as the Board may depute to it.

(5) The Board of Control may, subject to such conditions as it may stipulate, delegate any of its powers to any member of the Board, employee or other person with or without the power to delegate such power further.

(6) Any action taken by a member of the Board of Control, employee or other person on behalf of the Corporation may be ratified by the Board of Control.

(7) The Board of Control shall ensure that any directive issued under section 23 (6) is taken into consideration in the management of the affairs of the Corporation during the financial year concerned.
A list of 16 candidates was compiled from a total of 360 nominations by the Shortlisting Committee of the Department.

The guidelines contained the DPSA's Handbook for the appointment of persons to boards of state and state controlled institutions, approved by Cabinet on 17 September 2008 were also taken into account in the final recommendation.

The following principles outlined in the Handbook and explained in the next slide were followed in the elimination process:
Paragraph 4, Chapter three of the Handbook provides:

Parliament ultimately oversees organs of state, and the appointment of members of Parliament to boards could create a conflict of interest when members are fulfilling their oversight role (individually and collectively).

Board members, on the other hand, have a duty to participate in and take decisions in the best interest of the institution.

Boards are also accountable to the responsible Executive Authority and ultimately Parliament as regards the execution of their mandate and performance.
Thank you!
PERSONAL DETAILS

Surname: [Redacted]  
First Names: [Redacted]  
Date of Birth:  
Nationality: South African  
Gender:  
Marital Status: Single  
Criminal Offences: None  
Address: [Redacted]  
Cell: [Redacted]  
Driver's License:  
First Language:  
Other languages: [Redacted]

HIGHER EDUCATION

- **Doctor of Philosophy, Ph.D. [Political Studies – Cum Laude]**  
  Queen's University at Kingston, Canada: 2000 – 2004


  Courses Completed:
  - Comparative Politics of Development
  - International Political Economy
  - Southern Africa
  - International Politics
  - National Security

- **Master of Philosophy, M.Phil. [Political Management]**  
  University of Stellenbosch: 1997 – 1998

- **Bachelor of Arts, B.A. [Political Studies]**  
  University of Cape Town: 1994 – 1996

COURSES ATTENDED

2008  
China-Africa Exchange on Sustainable Development – November, Tongji University, Shanghai, China

2000  
Certificate in Refugee Studies – June, York University, Ontario, Canada
HIGH SCHOOL

Last school attended : [BLANK]
Highest Standard Passed : [BLANK]

CAREER HISTORY

1. Ministry for Social Development: Special Adviser: Minister for Social Development
   (01 April 2018 – 28 May 2019)

   SCOPE OF DUTIES
   - Advise the Minister on the exercise or performance of her powers and duties in relation to policy
development on the following:

   - Development of human and social development interventions;
   - Poverty reduction, food security and community self-sustainable programmes;
   - Comprehensive social security social crime prevention and anti-substance abuse
     Community development, families and social welfare services;
   - Rights of persons with disabilities; the elderly and children; youth development support.

   - Amongst the achievements was the transition of eight million two-hundred South African Social
     Security Agency (SASSA) beneficiaries from Cash Paymaster Services to the South African Post

2. The Presidency: Special Adviser: Minister Responsible for Women
   (01 February 2017 – 31 March 2018) – Transfer from Women to Social Development with
   Minister

   SCOPE OF DUTIES
   - Advise the Minister on the exercise or performance of her powers and duties
   - Advise the Minister on the development of policy that promote the Department’s objectives

   ACTING DIRECTOR-GENERAL
   - I was appointed Acting Director-General for the Department of Women for the period 01
     November 2017 – 31 March 2018. In this capacity, I was:
     - Accounting Officer of the Department of Women reporting to the relevant parliamentary
       portfolio committee responsible for overall performance and financial accountability;
     - Responsible for an annual budget of at least R170 million;
     - Responsible for at least 110 employees;
     - Representing the Department of Women at the Forum of South Africa’s Directors-General
       [FOSAD] as well as a member of the Steering Committee of the Forum of South Africa’s
       Directors-General.
- Led the Department's research and training on violence against women and children in the following provinces: Northern Cape; Mpumalanga; North West and Eastern Cape.

3. (16)

**SCOPE OF DUTIES**

- Providing executive counsel, strategic and operational support and advisory to the Vice-Chancellor and Principal in meeting overall university strategic objectives and performing statutory duties.
- Providing strategic leadership in the development of Institutional Annual Performance Plans as required by the Department of Higher Education and Training; Strategic Plans; Mid-Term and Annual Reports.
- Managing institutional performance and compliance with relevant statutes, policies and reporting regulations of the Department of Higher Education and Training.
- Attending all meetings of the University Council and provide support to its Committees: Human Resources; Finance; Audit; Risk; Student Affairs; and the University Senate.
- I also led a research grant for £41,738.00 by the British Council for Understanding Best-Performing & Under-Performing Schools: Towards Improving Efficiencies in Vhembe, Limpopo Province, for the period March 2015 – March 2016. The project was implemented in partnership with the Vhembe District Education Department, the University of Venda and the Office of the Limpopo MEC for Education.

4. (14)

**SCOPE OF DUTIES**

- Developing a Corporate Social Investment Strategy that ensured Old Mutual participate actively in the socio-economic transformation of South Africa.
- Manage Old Mutual’s overall investments in communities through Corporate Social Responsibility Programmes.
- Interfacing with the Board of Trustees for the selection of projects for consideration.
- Manage the Old Mutual Foundation Trust investment portfolio by seeking Board approval for an Investment Strategy that grows the investment portfolio over time.
- Ensure that Corporate Social Responsibility contributed towards Old Mutual’s compliance with BBBEE requirements and associated statutory/legislative framework.
- Accountable to the Old Mutual Foundation Board of Trustees for the impact of investments and performance of the Old Mutual Foundation trust.
- Major achievement was the approval of an Old Mutual Foundation Flagship Education project for an amount of R350m for a period of seven years (2013-2019).
5. Ministry of Defence and Military Veterans – Chief Director Research and Advisory
(October 2009 – December 2011)

SCOPE OF DUTIES
- Undertaking research, drafting advisory briefs and speeches for the Minister
- Responsible for managing interface with Parliament, including drafting responses to Parliamentary Questions and representing the Ministry in various Parliamentary Committees – amongst others, the Joint Standing Committee on Defence and the Defence Committee.

6. Department of Housing – Chief Director: Office of the Director-General
(January 2008 – September 2009)

SCOPE OF DUTIES
- Chief of Staff of the Department
- Provide executive support to the Director-General in managing the Department
- Manage the Department’s interface with Parliament, Provincial Departments, UN Habitat, Cities Alliance and the World Urban Forum
- Manage the Department’s response to Parliamentary questions including drafting inputs to legislative processes
- Was also Acting Chief Director for Communications for a period of eight months responsible for Corporate Communications, Media and Marketing. The highlight of this responsibility was the BNG TV series on national television

7. National Intelligence Coordinating Committee – Senior Analyst/Head Domestic Stability
(July 2006 – December 2007)

SCOPE OF DUTIES
- Chairing monthly meetings of officials representing the intelligence services: National Intelligence Agency, Defence Intelligence and Crime Intelligence of the South African Police Service
- Analysing intelligence inputs from National Intelligence Agency, Defence Intelligence and Crime Intelligence of the South African Police Service and produce a monthly composite intelligence product on domestic stability
- Drafting and presenting monthly national stability briefs to the Justice Crime Prevention and Security Cluster (JCPS) meetings of Directors-General
- Drafting domestic intelligence input to the annual National Intelligence Estimate
- Developing early warning models to guide analysis and intelligence collection
- Representing the National Intelligence Coordinating Committee at the National Joint Operational and Intelligence Structures (NATJOINTS), which coordinates all security and law enforcement operations
- Formed part of delegations to the Joint Standing Committee on Intelligence (JSCI) on various presentations during the period 2004-2007
8. The Presidency – Director: International Relations and Trade  
(July 2005 – July 2006)

SCOPE OF DUTIES
- Monitor the development of policy and implementation/progress (Government’s Programme of Action) on South Africa’s foreign, international relations and trade policies
- Interface with the Portfolio Committees for Foreign Affairs and Trade and Industry
- Draft Presidential responses to relevant Parliamentary Questions on international relations and trade
- Represent The Presidency in South Africa’s Trade Negotiations with the Department of Trade and Industry

9. National Intelligence Agency: Senior Analyst – Political Intelligence

SCOPE OF DUTIES
- Lead political intelligence in providing products on political intelligence
- Drafting domestic intelligence input to the annual National Intelligence Estimate
- Developing early warning models to guide analysis and intelligence collection

PROFESSIONAL MEMBERSHIPS


The Vhembe District Improvement Programme seeks to improve the quality of teaching, learning and management of schools as well as the effectiveness of the support and monitoring services provided to schools with a view to replicating the programme and lessons learned during implementation in other districts.

University of Venda Foundation: Member of the Board of Governors since September (2013 – 2016)

Was a member of the University of Venda Foundation Board of Governors responsible for raising funds for different educational causes.


Primary responsibilities included drafting and reviewing policy documents on Social Transformation. Drafted the 2010 National General Council discussion document on Social Transformation. In the post 2011 period, I have assisted various sub-committees of the Social Transformation Committee at National Executive Committee sessions (2017) and at the African National Congress’ National Conference at Nasrec, (December 2017).

AWARDS RECEIVED

2015

2003-2004
2000-2004 Queen's University Graduate Award, (Ph.D.) Kingston, Ontario, Canada
2000-2004 National Research Foundation's Prestigious Scholarship for a Ph.D.
1999 French Institute scholarship for a Ph.D. 1999 [ENS Cachan, France] (not taken)
1997-1998 Abbe Bailey Trust, scholarship (M.Phil.)
1998 Human Sciences Research Council research funding (M.Phil.)
1997 South African Political Science Association

PUBLICATIONS: BOOKS

PUBLICATIONS: ARTICLES
1999 "Xenophobia and relative deprivation," Crossings, 3 (2), 4-5. (1999), Southern African Migration Project, Queen's University, Kingston, Canada.
PUBLICATIONS: NEWSPAPER ARTICLES

Have contributed articles to South African newspapers on different topics:

- "The importance of adequate housing," Mail & Guardian, 01 September 2008
- "Despite limited resources, housing delivery output must be accelerated urgently, Cape Argus, 26 November 2009
- "Essential service worthy of defense," Mail & Guardian, 11 April 2011
- "Harnessing collective efforts is the answer," Mail & Guardian, 26 April 2013
- "Improving the lives of SA's children," Mail & Guardian, 29 November 2013

CONFERENCE PAPERS PRESENTED

2016
"The Experience of Economic Redistribution in South Africa." Paper presented at El Colegio de Mexico, 31 August, Mexico City, Mexico.

2016

2016
"Against the Odds: Academic excellence of selected schools in the Limpopo Province of South Africa," Paper presented at the 14th Annual Hawaii International Conference on Education, 03–06 January, Honolulu, USA.

2015

2006

2002

2002
"Inter-governmental and civil society strategies: Civil society reports and state compliance." Lecture delivered at the Human Rights Trust of Southern Africa training workshop, 11 November, Harare, Zimbabwe.

2002

1999

1997
Motivation Letter

Dear Sir/Madam

I believe that I can add value to your organisation as I am versatile, honest, well experienced professional (PhD, Inorganic chemistry) and have over 13 years of working experience. I am currently working as Regulatory Scientist and have previously worked Researcher, Senior Scientist and Business Analyst. I am also serving at Sams board sitting at both Audit & Risk and HR & Remuneration Committees. I served at Mirtak board and I was a Technical Committee chairperson. I previously served as council member at Flevis Maraeka TVET College. My overall experience is in the following fields: Pharmaceutical, Academic, Scientific Research, Petrochemical and Strategic Intelligence.

Summary of work experience:

- Academic capacity development
- Academic coordination and teaching (lecturer)
- Mentoring and supervising honours and MSc students
- Project Management
- Strategic planning
- Strategic business analysis
- Research analysis, monitoring and reporting (E.g. SWOT, PESTLE etc.)
- Research in different industries, thus: polymer, inorganic chemistry, nanotechnology, homogenous and heterogeneous catalysis and petrochemical
- Pharmaceuticals (regulatory affairs)
- Non - executive management (Committee Chairperson and member of Human Resources)

Through my career, I have acquired the following skills/competencies: leadership, scientific research and analysis, report writing, strategic thinking and planning, business analysis, presentation, performance management, business communication, assertiveness, mentoring, coaching and team player.

To firm up my business/management acumen I completed (2012) Fundamental Management certificate Program (FMP) at SALT, Unisa with the following modules: Leadership and interpersonal skills; Activity planning and control; Occupational health and safety; Management process; Labour and employment relations; Introduction to financial management. I also attended business short courses such as Financials for non-financial managers, Strategy thinking and Planning.

I am a strong believer of continuous learning for growth and development. Learning Never Ends.

Yours Truly

[Signature]

Cell: [Number]
Career Statement

I am versatile, confident and highly experienced professional with more than 13 years' work experience. I am a member of Institute of Directors in Southern Africa (IoDSA). Currently, I am serving as board member at SANAs and sit on both Audit & Risk and HR committees. I recently served as a board member and technical committee chairperson at Mintek. I previously served as council member at Flavius Mareka TVET College. I am currently working as Project Manager at Ascendis Pharmaceutical. I worked temporarily as researcher at Research Directorate office, Vaal University of Technology (VUT). I previously worked as strategy business analyst at Sasol International Energy; as a senior scientist at Sasol Technology and as scientific researcher at CSIR. I offered chemistry lectures part-time (at UI), while studying PhD. My overall experience is in non-executive management (board), science & technology, academic, research & development (R&D), chemistry, pharmaceutical, project management, strategy and business analysis/intelligence environments.

Experience Summary

- Good experience in non-executive management
- Well experienced in strategy thinking and planning and analytical thinking
- Solid knowledge and understanding in stakeholder management
- Excellent knowledge and experience in R&D and petrochemical sectors
- Good experience in lecturing at higher education level
- Good experience in academic research funding and policies
- Advanced business intelligence and analysis
- Effective team player and influential leadership
- Excellent presentation and effective communication skills
- Distinctive report writing and highly computer literate
Professional Achievements

- Serving as board member at SANAS
- Serving as board member and technical chairperson committee at Mintek
- Served as council and Strategic committee member at Flavias Mareka College
- Participated in Mintek CEO interviews as the Panel Member
- Nominated to lead and coordinate Sesol Inzalo R&D mentoring program, to historically disadvantaged postgraduates' students
- Nominated by senior management team to participate in R&D senior management (EXCO) monthly meetings
- Recommended competitors to our catalyst business unit after performing catalyst competitor analysis - recommendations were implemented
- Won best poster presentation at Catalysis Society of South Africa (CATSA) conference, in 2002
- Published 7 scientific articles in international journals

Professional Experience

Project Manager
Current
Ascendis Pharma – Bryanston, Johannesburg, South Africa
Responsibilities:
- Managing projects for Quality Assurance and Regulatory Affairs
- Ensuring compliance with regulations set by South African Health Products Regulatory Authority, SAHPRA
- Registration of products at SAHPRA
- Monitor risks and performing audit for 3rd party manufacturers, suppliers and laboratories

SANAS Board Member
Reporting to minister of the Department of Trade and Industry (dti)
December 2018 – November 2021
SANAS – [redacted]
Responsibilities:
- Determine the strategy to achieve SANAS' purpose and to implement its values in order to ensure that SANAS is sustainable
- Ensure that SANAS complies with all relevant laws, regulations and codes of best business practice
- Exercise control generally over the performance of its functions, the exercise of its powers and the execution of its duties
• Review policies and other relevant documents prior to board and committee meetings
• Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual reports and financial statements

Board Member and Chairperson of Technical Committee
Reporting to minister of DMRE
June 2016 – August 2019
Mintek – [Redacted]

Responsibilities:
• Determine the strategy to achieve Mintek’s purpose and to implement its values in order to ensure that Mintek is sustainable
• Ensure that Mintek complies with all relevant laws, regulations and codes of best business practice
• Exercise control generally over the performance of its functions, the exercise of its powers and the execution of its duties
• Review policies and other relevant documents prior to board and committee meetings
• Serve as chairperson for technical committee and to take on other ad-hoc special assignments
• Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual reports and financial statements

Researcher at Research Directorate Office (Temporary)
August 2016 – November 2017
Vaal University of Technology (VUT) – Vanderbijlpark, Gauteng, South Africa

Responsibilities:
• Research Development Grant (RDG) planning and budgeting
• Reporting to DHET on RDG plans and annual reports in accordance with their requirements
• Analysis of VUT staff capacity development initiatives to align with DHET development plans
• Perform several ad-hoc analysis for Research Directorate office
Council Member
Reporting to minister of DHET
February 2017 – March 2018 (ONLY quarterly meetings)
TVET, Flavius Mareka College – Sasolburg, Gauteng, South Africa
Responsibilities:
- Ensuring that college is well governed and rules are adhered to
- Establish the council committees and determines the composition and functions of each committee
- In consultation with academic board, determine student admission policy, the language policy, tuition fees, accommodation fees and any other fees payable by students
- Determines conditions of service, code of conduct and privileges and functions of its employees
- Approves the annual budget of the college

Strategy Business Analyst
August 2012 – January 2015 (Retrenched)
Sasol International Energy - Rosebank, Gauteng, South Africa
Responsibilities:
- Pro-actively prepare and communicate business intelligence analysis to our stakeholders (e.g. EXCO members and senior managers)
- Continuously monitor and track key industry changes that have impact on Sasol’s GTL growth drivers (i.e. gas and oil price, emerging and competing technologies, catalyst competitors, GTL competitors, markets etc.)
- Prepare intelligence analysis reports such as: STEPP reports, SWOT analysis, country analysis or company of interest to better understand the impacts and implications
- Prepare and formulate International Energy strategy to align with Sasol Group Strategy
- Contributing towards board documents

Senior Scientist
July 2008-August 2012
Sasol Technology, R&D – Sasolburg, Free State, South Africa
Responsibilities:
- Researched catalyst development for conversion of gas to liquid (GTL), producing products such as wax, paraffin, petrol and other products
- Studied poison effect on cobalt-based Fischer Tropsch (FT) reactions
- Tested in-house cobalt catalysts on micro-reactors for FT activity and stability
- Assisted a: Strategy group to ensure performance in accordance to Balanced Scorecard management system
Senior Researcher
February 2007 - June 2008
CSIR, Nanotechnology division – Pretoria, Gauteng, South Africa
Responsibilities:
• Preparation of modified polymers on carbon nanotubes with the aim of preparing biodegradable polymers.
• Operation of different techniques for analysis of the prepared samples.
• Worked at Poland as an exchange post-doctoral fellow.
• Researched on preparation and characterisation of gold nanoparticles modified with peptides in an attempt to form conducting nanofibers.

Part-Time lecturer
February 2005 - November 2006
1st year Chemistry Lecturer – Doornfontein, Gauteng, South Africa
Responsibilities:
• Preparing lecturers for 1st year students and laboratory experiments
• Setting up test and examination papers

Education and Qualification

Doctorate (PhD) – Chemistry, March 2007
University of Witwatersrand – Johannesburg, Gauteng, South Africa

Masters in Chemistry (M.Sc.), June 2003
University of the Western Cape (UWC) – Bellville, Western Cape, South Africa

B.Sc. Honours Chemistry, November 2000
University of Limpopo – Polokwane, Limpopo, South Africa

Fundamental Management Programme, June 2012
UNISA – Pretoria, Gauteng, South Africa

Entrepreneurship, June 2014
UNISA – Pretoria, Gauteng, South Africa

Interests

Leadership, Research, Teaching, Mentoring, Coaching, Analysis, Motivational Programs and Community Projects
References

1. [Text]

2. [Text]

3. [Text]
BCom CAI(SA), MBL, PCC
Managing Member
Nirvana Consulting Close Corporation

BUSINESS TURNOVER AND HUMAN CAPITAL SUPPORT

BUSINESS ACHIEVEMENTS

Rosebank Catholic Church (piet) – Turnaround strategy
Honey Comb Sweets (Pty) Ltd – Turnaround strategy and implementation through the UNDP
GALXOCOC (Alexandra) – Sustainable socio-economic township development
Small Enterprise Development Agency SOC Ltd – Multimillion rand structured financing
Executive Development – Business coaching across different industries
Nedbank Ltd – Strategic planning, transformation and human capital
Standard Bank Ltd – Business development including Africa expansion

Strategy formulation
Human capital and cultural transition
Governance systems and controls
Operational Implementation

PURPOSE

To serve as an ethical and value creating member of the CEF (SOC) Ltd contributing my skill, expertise and capabilities in meeting the Board's mandate in achieving its strategic objectives. In so doing, contribute in building and sustaining the organisation's relationship with key stakeholders.

MOTIVATION

enjoys working within a challenging environment where he thrives in assisting organisations start new journeys, improve business performance, implement organisational change etc. He is able to do so by scanning the broad environmental landscape, understanding the market conditions, assessing the organisational position by exploring possibilities, mitigating risks and developing the roadmap to new territory. He also appreciates that execution and implementation cannot take place without people and hence his focus on people development and networks.

His extensive executive experience across a wide range of functional roles allow him to integrate his various skills to influence others in creating new pathways.

Some of personality attributes include: effective business strategy development and execution for the initiation and development of strategic opportunities based on global market requirements. His bias towards detailed planning mitigates risk and ensures good governance. His confident and professional profile enables him to thrive in different cultures. The willingness to learn and explore new environments and try new things has been further developed through his own personal growth and development. His strong business focus and people management skills allow him to achieve greater success in getting things done. He is a skilled facilitator given his exposure of understanding people dynamics and working with relationships in a collaborative manner.

strong orientation toward operational and process delivery allows him to convert strategic intent into practical and implementable solutions – balancing client capabilities. His exposure in a project environment enables him to focus on execution, based on realistic timelines, deliverables,
contingencies and resource allocation. His ability to convert academic information into workable and practical solutions; looking at flexible and alternative possibilities work in his favour.

Another personality trait is his strong and sound business knowledge in the management of financial performance. He is bottom line driven based on "end to end" processes including environmental and regulatory impact. He is able to leverage human capital through his transformational leadership style and learning agility giving attention to people development. Self-motivation is ingrained. He has good leadership skills and is a committed and passionate team player.

[Name] is currently lead consultant in a pilot change initiative for the Catholic Church having lead the management team of a sweet manufacturing company in a business turnaround strategy to facilitate an empowerment transaction through a United Nations initiative. This encompassed returning the business from loss making, looking at new distribution markets including Sub Saharan Africa and becoming accredited to international standards to compete in new supply chains. He worked extensively with the management team shifting the business from family owned to becoming institutionalised. His coaching expertise provided the backbone to support the cultural and organisational change which was demanding and challenging.

[Name] has also worked with the Alexandra business chamber, in the development of a major investment fund for the upliftment of the people of Alexandra township. His tenure at a government funding agency for small business to merge two agencies gave him exposure to the need for black business growth in South Africa. During this time, he worked extensively with national and provincial governments in establishing private public partnerships; creating financing opportunities in the growth and development of small and medium sized black businesses in specific priority markets.

[Name] also spent several years in the area of human capital development. His exposure in this field entailed focusing on cultural and organisational change in a large financial institution where he led a team merging several major businesses into one. During the same period, he also changed the institution's approach to human capital from a centralised to a decentralised model. The experience in the human capital function was humbling and challenging but provided great learning in understanding human behaviour and relationships. This resulted in him embarking on a professional coaching qualification and began working with executives and senior managers in linking the world of business and their personal development. It's a journey that continues in the current exciting, demanding and complex world of work.

As a banker by profession, [Name] spent twenty years in the banking sector with several years in senior executive roles. Some of the roles included repositioning the mass market which achieved recognition internationally including the World Bank; playing a key role in facilitating and implementing a technology driven behavioural scoring micro-lending joint venture - a first in the banking industry; creating automated loan products through the ATM network and expanding retail banking into Africa.

[Name] qualification include a Master's degree and he has attended senior and executive international management development programmes including participating in the United Nations Supplier Development Program where he is part of a small group of certified consultants.

His board and advisory experience stands him in good stead in understanding the strategic relationship between management and the board. His knowledge of the legislative environment, as well as good governance protocols assists him in fulfilling his fiduciary duties and striving to ensure that the organisation meets its economic, social and environmental obligations.

While he does not have experience or exposure in some areas called for in the specification, his leadership maturity, management skill, work ethic and willingness to learn will allow him to get up to speed in a short period before making a meaningful contribution in the role.
12 September 2020

Purpose: Application for CEF Non-Executive Director

This application is a response to your advert which was flighted in the newspaper, for which I am expressing my interest. I am interested in being a non-executive director at the Central Energy Fund SOC, and submit a summary of qualifications, motivation and experience below with the details requested as per attached documents.

Education

I have attached a comprehensive CV which highlights my qualifications and professional experience which are relevant for this position. Specifically, I am a qualified electrical engineer with vast experience in the energy sector with emphasis in the electricity industry. I also have a business qualification and certificates from Wits Business School and Harvard Business School.

I have also attended the IOD's Governance Course, which has strengthened my appreciation of corporate governance in general. I have attached certificates of attendance to accompany this application.

I have also included my certified ID and certificates, as per your request in the advert.

Motivation and Experience

As highlighted in my resume, I am well qualified to serve on the board and have the requisite experience having served on other boards as well. I have had the privilege of being a non-executive director at the CSIR, and also chairing their Audit Committee. I have also served as a non-executive board member at Eskom Rotek Industries SOC (ERI), Energy Access Partnership (EAP), South African National Energy Association (SANEA) and Lesedi Local Municipality's Audit Committee.
CURRICULUM

VITAE

- 

-
EDUCATIONAL BACKGROUND

[1975 - 1976]

SUBJECTS PASSED:
- Northern Sothe (HG)
- Afrikaans 2nd Language (HS)
- English 2nd Language (HG)
- Mathematics (HG)
- Physical Science (HG)
- Biology (HG)
- Afrikaans Monolingual, and
- English Oral

TERTIARY EDUCATION:
- BA (University of South Africa)
  [1983 - 1994]
- BA (Hons)
  (Rand Afrikaans University)
  [1995 - 1996]
- MA. (Rand Afrikaans University)
  [1997 - 2001]
- Certificate in Management (CM)
  (Stage 1 of MBA)
  (Buckinghamshire Chilterns University College - UK)
  [1998]
- Post Graduate Diploma in Management Studies (PGSM)
  (Stage 2 of MBA)
  (Buckinghamshire Chilterns University College - UK)
  [2000]
- MBA
  (Buckinghamshire Chilterns University College - UK)
  [2003]
**PERSONAL INFORMATION**

<table>
<thead>
<tr>
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<tr>
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<tr>
<td>Home Language</td>
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<td>Languages Fairly Understood</td>
<td>ISIZULU, ISIXHOSA, SWATI, ISINDEBELE, XITSONGA AND Tshivenda</td>
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help support and accelerate the development of Black engineers in South Africa. This was done to complement South African recruits and creates an environment for them to learn from expatriates and have the know-how to implement wind projects on their own in future.

He truly values people and appreciates the benefits received through teams that demonstrate thought and skill diversity.

He is cognitively superior with exceptionally well-developed communication skills. He presents himself well and inspires confidence. He can hold his own in press conferences and community confrontations regarding non-delivery of services to impoverished communities. He has also been the leader for management regarding labour issues.

He certainly has a good understanding of the energy sector, specifically related to electricity coupled with good overall connections in the energy industry.

Some of his other accomplishments / recognitions / awards are:

- Voted as "The Ultimate Bright Spark for 1992" from and by the 1992 Eskom graduates.
- Voted as the most participating student during the Global Utility Management Programme, Samford Business Utilities.
- Selected onto the Commonwealth Top Management Programme run by the National University of Singapore 20 to 31 January 1997.
- Selected as a High Performer in the Distribution Group at Eskom.

[nominated for the 2013 best male leader on transformation]

Personal Background:

Sipho grew up in the Vaal Triangle, south of Johannesburg. His role models were:

- [Name], Chief Operating Officer of MTN
- [Name] (a cousin), ZimCapital
- [Name], Virgin Group
- [Name]

He chose his career path because he liked electrical appliances. He opted to do a degree in order to be able to "fix and not break things". His education means a lot to him because he did not have to
pay back the people who paid for his education. He is glad that so many people call him to commend him on his achievements and see him as a role model.

His outside interests are that he likes to preach peace to people close to him. He also likes to tell people about global warming. A lot of people invite him to give talks to their employees, customers, children and friends on various topics. He runs various golf days including those which raise funds for charities. Soccer is, however, his favourite sport. He is also helping his brother, a priest, to raise funds to build a Christian church. He likes reading books on leadership, management, finance and business. He likes reading books which encourage him to think innovatively.

Attributes:

Silas regards himself as:

- Energetic
- Walk-the-talk
- Resilient
- Intelligent
- Detail oriented
- Warm
- Outgoing
- A self-starter
- Customer centric
- Persuasive
- A communicator
- Enthusiastic
- Relaxed
- Open
- Status conscious
- Tough
- Creative
- Controlling
- Honest
• Professional
• Direct
• A quick learner
• Spontaneous

He experiences stress when customers are not helped or when staff ill-treat customers. He regards his strengths as those items listed above, as well as his technical competencies. He also thinks he is good at building relationships at work and outside work.

He feels he has built a strong “pillar” in both the public and the private sectors. He intends to help politicians create sustainable jobs and prevent global warming.

Management style:

He regards his management style as approachable, being a good listener, supporting innovation, looking after assets which “create revenue and look after employees well-being”. The feedback he receives is that people are shocked at the intelligent level of his leadership at his age.

He is assertive and confident, ambitious, likes logical things and technical solutions. He thinks his critical faculty, lateral thinking, risk aversion and vision are strong. His work philosophy is to be participative and to treat others as you would like them to treat you. His special work interest is to ensure the customer satisfaction index is always positive. His career objectives are to be part of a recognised company as a shareholder or leader.

Achievements:

His achievements are that he has achieved most Board and shareholder deliverables and to have built a strong and resilient workforce with potential for further development.

Summary:

He believes nothing is impossible. He believes that happy customers will pay proactively, and Silas tries to persuade people to make a positive difference to the needy.
DEPUTY CHIEF EXECUTIVE OFFICER: CORPORATE SERVICES
2009

Duties

- Management of the finance and procurement division; human resource management; information technology and project management office.
- Financial and budgeting administration. This included ensuring the Annual Financial Statements of the department are compiled and released on the prescribed dates.
- Oversee the implementation of both the IT and Human Resource strategies of the organisation.
- Performance monitoring and evaluation unit within the Project Management Office, I oversee the putting together of the performance indicators and the monitoring of the implementation. We compile the consolidated quarterly reports of both performance and the quarterly financial projections.


DUTIES

- Managing the financial administration and Budget office. Also responsible for the overseeing the compilation of the Annual financial statement of the department and the Budget submissions to National Treasury
- Managing the supply chain division and serving as the chairperson of the Adjudication Committee.
- Advice management on a monthly basis the expenditure trends and provide financial and procurement support to the line managers.
- Overall managing of the Chief Directorate comprising of approximately 80 officials with a budget of R4m.

1999 – 2000 Director: Finance GCIS

DUTIES:

- Management of financial administration and budgeting division of the department and acting as the Chief Financial Officer;
• Management of the procurement administration and the auxiliary services of the department (Cleaning, security, property and transport divisions)

1997 – 1999 Deputy Directors: Administration:

GAUTENG PROVINCIAL GOVERNMENT

DUTIES
• Overall supervisor of financial, transport and personnel divisions of the Premier’s Office
• Ensuring the administrative and logistical support to the Premier’s office is provided

1996 – 1997 Project Officer: Communication (Assistant Director)

Gauteng Provincial Government

DUTIES:
• Responsible for interacting with the members of the public on queries directed to the Premier.
• Establishing working relation with community based media structures;
• Facilitate the procurement of the needs of the Communication Directorate

1993 – 1994 (April) Administrator: Department of Information and Publicity

AFRICAN NATIONAL CONGRESS (ANC) HQ

DUTIES
• Providing administrative support to the department;
• Assisted with administrative media support during the 1994 election period

1992: Studying full time

1991 Administrator: Organising Department

AFRICAN NATIONAL CONGRESS (ANC) HEAD OFFICE

DUTIES:
• Co-ordinating the interaction between Head Office with the regional offices.
• Arranging meeting and receiving reports from the Regional Offices

Have been in exile and working for the African National Congress in Angola, Mozambique and Swaziland until my arrest when I came into the country in 1989. Was released after the unbanning of the African National Congress in 1991.

1. (Former boss)
   Contact:

2. (former Colleague)
   Deputy CEO: Stakeholder engagement GCIS
   Contact:
   Email:
Senior Certificate (Std 10)
Senior Sertifikaat (St. 10)

(National Senior Certificate Examination)
(Nationale Senior Sertifikaatkexamen)

AWARDED TO:

[Name Redacted]

IDENTIFICATION NO.:

[Identification Number Redacted]

DATE OF BIRTH:

[Date of Birth Redacted]

FIRST NAME:

[First Name Redacted]

SCHOOL NAME:

[School Name Redacted]

SUBURB:

[Suburb Redacted]

CITY:

[City Redacted]

PROVINCE:

[Province Redacted]

SIGNATURE OF VICE-CHANCELLOR:

[Signature Redacted]

CLIENT SERVICE CENTRE

2018-07-13

SLEVINLAND

SUB-AFFCHEESE POLISTICN

1992/06/01

APPLICATION NUMBER:

[Application Number Redacted]

DATE POSTED:

[Date Posted Redacted]
We certify that

having complied with the requirements of the Act
and Statute, was admitted to the degree of

Bachelor of Administration

at a congregation of the University

on 4 May 1998

Vice- Chancellor

Dean
We certify that

having complied with the requirements of the Higher Education Act

and the Institutional Statute, was admitted to the degree of

MASTER OF PUBLIC ADMINISTRATION

at a congregation of the University

on 3 October 2006
CONFIDENTIAL

COMMISSIONER OF OATHS
Tshegolatso Kgabang
Director: Legal Services
Department: Communications
Tshedimosetsa House
1035 cnr Frances Baard and Festival Streets
Hatfield, Pretoria
Tel: 012 473 0478

SECURITY CLEARANCE CERTIFICATE

THIS IS TO CERTIFY THAT
SECURITY CLEARANCE NO.

[Scanned Image]

TO THE LEVEL OF
TOP SECRET
HAS BEEN ISSUED TO

[Redacted]

[Redacted]

DIRECTOR-GENERAL

DATE

EXPIRY DATE: 2023-03-31

CONFIDENTIAL

0044112
THIS IS TO CERTIFY THAT

HAS BEEN AWARDED A CERTIFICATE

For Successfully Completing the

Strategies for PR and Communications

Master Class

FACILITATOR

SOUTH AFRICAN POLICE SERVICE
CLIENT SERVICE CENTRE

-07- 13

CLEVELAND

LECTURER SIGNATURE

DIRECTOR SIGNATURE

ISSUED ON THIS 29TH DAY OF JUNE 2012
1981 – 1984
GCSE, Solomon Freedom College in Tanzania

Subjects passed
Accountancy, Mathematics, English, History
Geography, Development of the World, History of the struggles

1967 – 1979
Did my schooling in King William's Town and Butterworth. Details available on request

WORKING EXPERIENCE

June 2016 to date
Deputy Director General: Empowerment and Stakeholder Management
Department of Military Veterans

Responsibilities
Provincial Offices and Stakeholder Relations
Empowerment and Skills Development
Heritage, Memorials, Burial and Honours

June 2014 to May 2016
Senior Manager: Office of the Deputy Speaker
Eastern Cape Provincial Legislature

Responsibilities
Manage the Office of the Deputy Speaker,
Ensure compliance with all policies and Procedures in the Office of the Deputy Speaker,
Develop and maintain good image of the Office Of the Deputy Speaker,
Ensure effective and efficient management of the Office of the Deputy Speaker.

September 2011 – Sept 2012
Acting General Manager: District Development & Implementation

Responsibilities
Coordinate District Management & Development,
Oversee the Implementation of Service Delivery And District Coordination and the Area Managers,
Ensure Implementation of Balino Pele, Develop Partnerships and Manage Interdepartmental Relations, Provide Strategic direction and Leadership to the District Managers, Ensure Monitoring and Evaluation of Departmental Projects and Programmes at District Level,
Interpretation of Legislation relevant to the Districts, Ensure Implementation of an Integrated Service Delivery Model in all District Offices of Social Development & Special Programmes
November 2010 – Aug 2011 | Senior Manager Office of Head of Department
Department of Social Development & Special Programmes

Responsibilities
Manage and Implement Monitoring System which Track Progress and Impact of the Department. Ensure Departmental Strategic, Annual and Operational Plans are aligned to the Provincial Growth and Development Programme of Action. Coordinate Departmental Reports on behalf of the Head of Department, Monitor Provincial Policies and the Legislative Framework relating to the Department of Social Development & Special Programmes, Monitor, Promote and coordinate The Implementation of Departmental Service Delivery Plans, Ensure the Promotion of Cooperative Governance with National and Provincial Government, Manage the of the Head Of Department, Manage and Supervise Staff in Office of Head of Department.

May 2009 – Nov 2010 | Head: Office of the MEC
Department of Social Development

2007 -2009 | Convivium
Senior Associate

2002 – 2007 | General Manager: Strategic Support
Buffalo City Municipality

Responsibilities
Public Participation
Special Programmes inclusive of Gender, Youth, People with Disability, HIV/AIDS & Older People Council Support

1999 – 2002 | Independent Development Trust (lDT) – Programme Implementation Manager (PIM)

Responsibilities
Programme planning
Receive programme and draw action and Scheduling plans. Coordinate all relevant stakeholders Identify service providers Draft service provider's terms of reference And Contracts for validation by the legal Department Enter into agreement with service providers.

Manages relations
To consolidate the social and technical outputs.
Social: community, active social groups, Churches, association etc.
Technical: contractors, service providers, Engineers etc.

Programme Implementation
Coordinate activities of the community, service providers and other stakeholders.
Align programme with time requirements.

Monitors and reports on programme progress
Coordinate and manage each process
Compile reports on status, financial controls and possible problem areas.
Actively identify possible risks.
Manage risks.

1998 – 1999
IDT – Seconded as Programme Coordinator in the Transformation Programme Office.

Responsibilities

Project leader for Transformation Communication Project (only member)
To make sure that staff is kept up breast about developments during transformation process. To communicate issues that involve staff, on time and accurately. To respond to queries and questions raised by staff in a sensitive and honest manner without compromising the organization.

Project Leader for Transformation measurement tool (only member)
To monitor Transformation progress against set milestones. To monitor whether transformation is within budget without compromising quality. To monitor overall transformation projects whether they are on schedule and within budget. To indicate to all project leaders without alarming the critical path.

To ensure overall coordination of the Transformation. To attend and make presentations in Executive Committee Meetings. To prepare presentation for the Board of Directors. To visit provinces to solicit buy in from staff. To inform strategic partners and government on developments such as changed core business and mission statement. To network with other development agents in verifying our development
niches in the development arena.

1997 - 1998

IDT – Provincial Programme Coordinator EC

Responsibilities

Analyze Provincial Development Needs. To generate and analyze information on provincial poverty impact, social demographics, economic development indicators. Indicate via scientific analysis areas in the province that require development intervention and the appropriate kind and order.

Identify Provincial Development Initiatives/Interventions. To study provincial government development initiatives and counterpose such to IDT and private sector interventions. Develop in consultation with Programme Managers, Provincial government departments and private sector appropriate development initiatives/interventions for the province.

Implementation of Development Initiatives/Interventions. To ensure that facilitation teams are aware of development programme objectives/mission and corresponding criteria. Assist Programme Managers in Programme Implementation in the province.

Monitor and Evaluate Development Initiative Intervention. Monitor and evaluate whether development initiatives/intervention have met objective/mission and criteria and submit reports in this regard.

Liaison with Research Institutions, Private Sector and Provincial Government Departments. Source information of Provincial poverty impact, social demographics and economic indicators from reputable research institutions. Liaises with private sector, government delivery departments on provincial development needs and required initiatives/Intervention administration. Generate reports as required in an agreed format.

1997 September

IDT Community Facilitator

Responsibilities

Facilitation. Consult broadly at local/District level with communities to:

* Establish their development needs
- Priorities development needs at general meetings.
- Ensure community involvement and commitment to guarantee sustainability of projects.
- Facilitate the establishment of community structures via consultation with all stakeholders in a community.
- Assist community development committee to open bank accounts for projects and develop and adopt a constitution for the committee.
- Ensure community participation in the identification, approval and appointment of technical support for projects (principal agent, technical consultants, project manager etc).

Monitoring and Evaluation. Monitor and evaluate the environmental, social, health, and economic impact of projects / programmes.

Communication. Facilitate contact between community development committee and municipality, tribal authorities, funders, NGO’s civics and government officials. Facilitate workshops at the community levels.

Training / capacity building. Ensure community participation in the identification, approval, and appointment of training institutions and implementation of training on such areas as bookkeeping, budgeting. Conduct workshops to clarify role and responsibility of office bearers. Monitor the quality of training provided by the training institution.

Administration. Maintain up to date project files on each project. Ensure that copies of project minutes are kept on project files. Develop a monthly action plan on project facilitation. Attend monthly meetings convened to report on project progress.

1997 August
Qualified as a member of the Estate Agent Board

1996 January
Joined Pam Golding Properties (King William’s Town branch as an Estate Agent.)
1995 September to December  Research for trust for Christian Outreach and Education (TCOE) on local government.

1995 November  Presiding Office – Local Government Elections

1992 – 1995  Resident Tutor – University of East Anglia
United Kingdom

1991  Summer holidays worked part-time for The University of Transkei’s Bureau of Development, Research and Training. Worked with Carl Keyter. My work mainly involved the evaluation of households for the distribution of funds for sustainability projects.

1989 – 1990  Worked as an Administrator in the South African Congress of Trade Unions (SACTU) London office, in the treasury department. Worked with Archie Sibeko. My work included fund raising, bookkeeping, addressing meetings and doing administrative work.

1988 – 1989  Worked in Angola for the ANC as a Commander of the women’s group.

1980  Got involved with the ANC as a pupil and had to leave South Africa for political reasons.

INTERESTS  I would like to contribute towards elevating the Status of disadvantaged communities both economically and socially. I am also equipped to deal with trade related negotiations. I enjoy organizing people and instilling hope by both working directly with consulting people to draw up realistic policies and practices given limited resources.
REFERENCES:

General Manager

Managing Director - Consulting

General Manager - Health Services
INTERNATIONAL CONFERENCES ATTENDED

2017 United Nations Commission on the Status of Women, March, New York, United States;
2008 World Urban Forum, 3-6 November, Nanjing, China;
2008 United Nations Population and Development, United Nations, April, New York, United States;
2008 United Nations Housing and Urban Development (UN Habitat), November, Nairobi, Kenya;
2008 Business Cycle Development, Financial Fragility, Housing and Commodity Prices, 21-23 November, Barcelona, Spain;
2007 Intelligence Analysis in the Asia-Pacific Conference: Intelligence Culture and Practice, 17-18 September, University of Adelaide, Australia;
2006 Africa Beyond Aid, conference organized by the Brenthurst Foundation and the Konrad-Adenauer Stiftung, 3-4 April, Potsdam, Germany;
2005 World Trade Organisation, Ministerial Conference, 13-18 December, Hong Kong, China.

REFERENCES

1. [Executive Director: Mapungubwe Institute for Strategic Reflection]
2. [Special Advisor: Minister of Mineral Resources & Energy]
3. [South Africa’s Ambassador to The Hague]
ACADEMIC ACHIEVEMENTS
- Pass Credit Management Course with Distinction (2014)
- Certificate of Merit – Top 10 first years in Wewetsha Residence – UFS
- Distinction in Business Economics – Grade 12 – Inanda Seminary (KZN)

LEADERSHIP ROLES
- Provincial Coordinator for Professionals, Academics, Business and Suburbia.
- Various leadership roles in the communities in which I have resided.
- Board member of New Life Shelter (NPO looking after abused girl children based in Lombardy East).
- Member of the Best Audit Team – Investec Limited – Ernst & Young 2000 – 2007.
- Member of Student Transformation Forum - UFS
- House Committee Member – Academics Portfolio -UFS

EMPLOYMENT HISTORY

Company: Denel SOC LTD
Position: Independent Non-Executive Director
Chairperson of the Risk Management Committee
Member of the Audit Committee
Member of the Investment Committee
Period: May 2018 – Present
Responsibilities:
- Oversight Responsibility with focus on:
  - Rebuilding and strengthening governance.
  - Rooting out corruption.
  - Restoring Denel SOC LTD’s financial position and
  - Ensuring that Denel fulfils its economic and developmental mandates.

Company: Gauteng Department of Health
Position: Chief Financial Officer
Budget: [redacted]
Period: [redacted]
Responsibilities:
- Strategy
  - Drive the turn-around of the Gauteng Department of Health.
  - Drive Transformation of procurement and supply chain management
- Responsible for Budgeting for the Department.
- Responsible for Risk Management and internal controls.
- Responsible for Financial Reporting.
- Responsible for Stakeholder Management.

Company: South Ocean Holdings Limited – JSE Listed
Position: Group Chief Financial Officer
Budget: R2.0 billion
Period: August 2016 – January 2018
OTHER NOTABLE EXPERIENCE:

- Transnet Ltd (Internal Audit division) – outsourced by Ernst & Young Inc. for 2 months (October – November 2008). Performed internal audit procedures.

- Land Bank – outsourced by Ernst & Young Inc. from January 2010 to June 2011: Assisted the Compliance & Administration Manager with the following:
  – Reviewed and processed journals.
  – Performed month-end procedures.
  – Reviewed human resource transactions and reconciliations.


COMPUTER LITERACY

Caseware
AlignAlytics (on-the-job training – Endo – Litha’s American parent company)
TeamMate (on-the-job training – Endo – Litha’s American parent company)
Navision (on-the-job training – Litha healthcare Group)
SAP (on-the-job training, Land Bank)
Internet and e-mail (Microsoft Outlook, Lotus Notes)
EY audit software – EY/AWS, GAMx

REFERENCES
- Ensuring that Annual Financial Statements are in accordance with the latest statements of International Financial Reporting Standards (IFRS)
- Evaluating accounting systems to determine their efficiency and effectiveness
- Ensuring delivery of high-quality Annual Financial Statements through detailed review for accuracy and disclosure

Company: Ernst & Young Inc.
Position: Trainee Accountant
Responsibilities:

* 2007 – planning and execution of audit strategy for various engagements at supervisory level including:
  - Assessing risks at overall entity level as well as at account level
  - Performing substantive procedures
  - Performing tests of controls
  - Wrapping-up of audits
  - Drafting audit reports and other reports on audit findings
  - Conducting research on clients in order to obtain an understanding of the client and its environment
* 2006 – execution of audit strategy for various engagements at assistant level
* 2005 – execution of audit strategy for various engagements at senior level

Client portfolio – Ernst & Young: Post Articles

**Client Name**
Land Bank
Standard Bank
Transnet Metal Industries Benefit Fund (MIBFA)
Edcom Pension Fund
Mr Price Executive Pension Fund
Various Pension Funds administered by Liberty
Various Retirement Funds administered by Metropolitan
Werksmans Staff Provident Fund
Various Funds administered by Alexander Forbes

Client portfolio – As a Trainee Accountant:

**Client Name**
Sanlam Sky (Long term)
Investec Property Group (Long term)
Safirian Insurance Company
Channel Life
Transnet – Internal Audit
Scania South Africa
Review monthly balance sheet reconciliations
Branch Reconciliations review

Company: Land Bank Land and Agricultural Development Bank of South Africa
Position: Project Accountant
Period: June 2011 – April 2014

Responsibilities:
- Recalculation of interest claims
- Perform quality checks on recalculations done
- Compile Monthly Management Accounts
- Ensure that branches have the recalculated memos timeously to relay the results to the clients.
- Perform administrative duties for the project team.

Company: Ernst & Young Inc.
Position: Client Service Executive/Assistant Manager
Period: Jan 2008 – June 2011

Responsibilities:
* Project management of audit assignments in an Assistant Manager Capacity involving:

People Management:
- On-the-job coaching, mentoring and transfer of skills to junior staff members.
- Planning human resources for audit engagements.
- Managing teams compromising of first, second and third year trainee accountants.
- Perform engagement reviews and performance assessments for the team members including identifying development needs.
- Developing and maintaining relations with existing clients.

Administrative Function:
- Preparation of budgets and compilation of budgets reports
- Consistent monitoring of the budget set for the audit engagement and reporting to Directors
- Completing audit reports for dissemination to management and ensuring proper follow up of outstanding items and recommendations
- Communicating results of audits through written reports and oral presentations to management
- Reviewing tax returns, provisional and annual returns and handle SARS queries

Audit Function:
- Understanding of the client’s environment and designing audit strategy appropriate to address the identified risks.
- Review of Annual Financial Statements (AFS)
Company:  Endo International PLC/Litha Healthcare Group  
Position:  (Senior Manager) Finance /Head of Internal Auditor  
Period:  May 2014 – July 2016  
Responsibilities:
- Reporting to the Director of Internal Audit – Endo Pharmaceuticals (USA).
- Previously reported to the Audit Committee when Litha was listed on the JSE.
- Prepare and perform SOX compliance audit across the group.
- Prepare quarterly Internal Audit and risk reports for the Audit Committee meetings.
- Attend Audit Committee meetings.
- Develop and implement Internal Audit plans so that an effective and efficient audit process exist within the company.
- Develop and implement policies and procedures for effective functioning of the Internal Audit function.
- Ensuring that the functions of the Internal Audit are aligned to the requirements of business.
- Set up and manage activities of the Internal Audit department.
- Preparing the audit reports and liaise with all divisions and Senior Management on audit findings.
- Provide assistance, advice and guidance to all divisions and management with regards to the implementation and maintenance of adequate controls.
- Coordination of integrated reporting initiatives in the Group.
- Participating in month/quarter and year end closing reporting.
- Assisting in the preparation of quarterly reporting packages.
- Assisting in the preparation and coordination of the annual budgeting processes.

Company:  Land and Agricultural Development Bank of South Africa  
Position:  Acting Senior Financial Accountant  
Period:  June 2011 – April 2014  
Responsibilities:
- Ensure all transactions comply with International Financial Reporting Standard (IFRS)
- Assist with annual budgeting process
- Authorisation of EFT payments
- Prepare cash flow forecast and projections on monthly and quarterly basis for National Treasury reporting purposes
- Liaison with external and internal auditor
- Preparation of the Annual Financial Statements
- Ensure adherence to financial processes, procedures and policies
- Member of the Bank’s Retail Credit Committee
- Month End Procedures:
  Approval of journals
- Train the Finance Unit and other staff on raising awareness and knowledge of financial management matters.
- Oversee the production of monthly reports, as well as financial statements and cash flow projections for use by Executive management, as well as the Audit and Risk Management Committee and Board of Directors.
- Assist in the design, implementation, and timely calculations of wage incentives, commissions, and salaries for the staff.
- Oversee Accounts Payable and Accounts Receivable.
- Ensure a disaster recovery plan is in place.
- Responsible for drafting annual financial statements complying to IFRS to be audited.
- Review and assist with the Integrated Annual report.

**Treasury**
- Organising and structuring of key finance investments to generate competitive advantage.
- Monitor cash balances and cash forecasts.
- Ensure that adequate cash flow is available for business activities.

**Budget**
- Prepare annual budgets for the Group and present to the Board of Directors for their approval.
- Analysis together with the CEO and the MD's of the subsidiaries, the budgets of the individual companies, to ensure that they are in-line with market trends and growth together with the company strategies and visions.
- To ensure that reforecasts are done on a quarterly basis together with the CEO and the MD's of the subsidiaries, to ensure that they are in-line with market trends and growth together with the company strategies and visions.
- To ensure that expenditures of the Company are within the authorized annual budget of the Company.
- Maintain good relations with third parties, i.e. Banks, JSE sponsors etc...
- Develop, implement and oversee the strategy to ensure adequate transformation of the Company in line with BEE regulations and Employment Equity Act.
- Maintain a good working relationship with internal and external audit firms.
- Ensure the integrity of all public disclosures by the Company.
Responsibilities:
- Reporting to the Board of Directors and Group Chief Executive Officer.

Strategy
- Assist in formulating the company's future direction and supporting tactical initiatives.
- Assist in performing all tasks necessary to achieve the organization's mission and help execute staff succession and growth plans.
- Work with the CEO on the strategic vision including fostering and cultivating stakeholder relationships.
- Assist the CEO in identifying new funding opportunities.
- Assess the benefits of all prospective contracts and advise the Executive Team on programmatic design and implementation matters.
- Manage the capital request and budgeting process.

Operations
- Participate in key decisions as a member of the executive management team.
- Maintain in-depth relations with all members of the management team.
- Manage the accounting, human resources, investor relations, legal, tax and treasury departments.
- Oversee the financial operations of the subsidiary companies.
- Implement operations best practices.
- Assisting in the development and negotiation of contracts.

Risk Management
- Ensure that a proper Risk Management Policy is in place.
- Ensure that proper Risk registers are maintained.
- Understand and mitigate key elements of the company's and Group's risk profile.
- Maintain relations with internal and external auditors and investigate their findings and recommendations.
- Develop and maintain systems of internal controls to safeguard financial assets of the organization.

Finance Management
- Oversee the management and co-ordination of all fiscal reporting activities for the organization including organizational revenue/expense and balance sheet reports.
- Reports to funding agencies, development and monitoring of organizational and contract/grant budgets.
- Ensure that proper procedures are in place to control authorisation of all purchases.
- Ensure proper control procedures for appointment and payment of staff are in place.
CURRICULUM VITAE

PERSONAL INFORMATION
Identity number: [Redacted]
Date of birth: [Redacted]
Citizenship: South African
Marital status: Married
Dependents: One
Languages: English, Sesotho, IsiXhosa & IsiZulu
Health: Good
Driver's licence: [Redacted]
Email address: [Redacted]
Gender & Race: Female – African

EDUCATION/QUALIFICATIONS
Professional Designation: Chartered Accountant (South Africa) (CA (SA))
Public Practice Examination: Independent Regulatory Board of Auditors (IRBA)
Auditing Specialist Course: Joint course by UCT & UJ
Credit Management Certificate p3: Institute of Credit Management (with distinction)
Part 1 Qualifying Exams (QE1): South African Institute of Chartered Accountants (SAICA)
Post Graduate Diploma in Accounting Sciences: University of South Africa
Diploma in General Management: Natal Technikon (1998 – Successfully Completed first year)
National Certificate

This is to certify that

[Redacted]

I.D. No: [Redacted]

Has successfully achieved competence against the following SAQA registered qualification

NATIONAL CERTIFICATE: RADIO STATION MANAGEMENT

NQF Level 5
(NLRD No. 49122)

In terms of section 9 (1)(f) of the ETQA Regulations No. 1127 of 1998 under the SAQA Act No. 58 of 1995, effective 1998

15/05/2017
Date of Issue

[Signature]
Commissioner of Skills (Ex-officio)
Department of Higher Education and Training
Republic of South Africa

[Signature]
SST Competence Area Manager

Awarded as an original document with no alterations
Certificate of Completion

[Signature]

has completed the course

Strategic Thinking for Communicators
22 January 2014

Executive Director: [IAI]

Course Facilitator:

1 Richmond Forum, Cedar Street, Richmond, Johannesburg
THE INSTITUTE FOR THE ADVANCEMENT OF JOURNALISM
9 Jubilee Road, Parktown, Johannesburg 2193, South Africa

Accreditation Number MAPP7944

Certificate of Attendance

has completed a 12 month learnership on

Radio Station Management: National Certificate
NQF Level 5

in Johannesburg February 2007 - October 2009

L.D. Executive Director,
20 October 2009
October 09, 2015

National ID/Passport: 5902155361013

Final Results: Short Course on Project Management Principles and Practices with MS Projects (PDA1003-001-2015)

Hereewith a summary of your final results for the Short Course on Project Management Principles and Practices with MS Projects. Enquiries can be submitted to: [contact information]

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<th>Result %</th>
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<td>78%</td>
<td>Pass with Distinction</td>
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Please visit our website at [www.ourwebsite.com](http://www.ourwebsite.com) for upcoming courses.

Certified a true Copy of the original

[Signature]

SSS Competence Area Manager

Commissioner of Acts (in duplicate)
Jeremy Rex Wally
Commissioner Area Manager - Sensor Science and Technology
NATIONAL SCIENCE & TECHNOLOGY
P.O. Box 3498 Pretoria 0001
July 31, 2019

[Signature]

Dec.[Signature]

APPLICATION FOR THE POST OF THE DIRECTOR — GENERAL.

I am writing in response to your advertisement of the post of the Director — General Government Communication and Information Systems, which was recently advertised in the Sunday Times dated 14 July 2019. I hereby submit my application for the post as I am confident that I meet the requirements for the position.

I have thirty-five (35) years’ experience serving collectively in the supervisory, middle management, senior management and executive management levels. Six (6) of those years were at the supervisory level in community development at the Administration Board Northern Transvaal. Fourteen (14) years were at the management level in television productions at the South African Broadcasting Corporation (SABC). Nine (9) years were at the senior management level in the promotion of gender equality at the Commission for Gender Equality (CGE). The remaining seven (7) years were at the executive management level at the Independent Communications Authority of South Africa (ICASA), the regulator of ICT Industry in South Africa.

I have acquired knowledge in film making, when I was employed by the Administration Board Northern Transvaal (Admin Board N TVL). During my tenure at the Admin Board NTVL, I was an assistant to the board’s Camera Operator for recording community development documentaries throughout the then Northern Transvaal. I had an opportunity to operate the motion picture camera to record the production and dispatched the recorded films to the laboratory for processing. I also had the opportunity to learn how to edit the film to make the final copies of our documentaries.

My work in Film Production created an interest for me to work in television production at the SABC (Corporation). The Corporation recruited me as the Junior Producer for the then TV 3 in 1983. The Corporation provided intensive television production training to me and other results. My training production was rated the best at the end of our training. I progressed throughout the years from Television Producer to a management level as the Specialist Producer and occupied that position till I left...
At a congregation of the University
held on 08 December 2015

was admitted to the Degree of

Master of Arts
UNIVERSITY OF THE WITWATERSRAND,
Johannesburg

At a congregation of the University
held on 28 June 2012

was admitted to the Degree of

Bachelor of Arts with Honours
(Journalism and Media Studies)
July 31, 2019
Page 2

the Corporation in 1997.

During my tenure as the Television Producer I produced documentaries and magazine productions by recording on film before the introduction of video tape recording. I have experience in broadcasting live productions, and I produced live programmes called at the SABC studios in Silverton, Pretoria. I am grateful to mention that through my skill, knowledge and diligence in television productions, I was awarded with the best Television Awards as well as the Management Recognition of Achievement Award.

My role as Specialist Producer was to lead and manage the team of television producers who produced magazine programmes. My knowledge in film and video productions equipped me with experience and knowledge in Public Service Broadcasting. I am grateful to mention that I was delegated on numerous occasions to act as the Regional Editor for TV News Pretoria when the incumbent was on leave.

In my career at the CSE, as the Head of Department, I provided strategic leadership and management to Public Education and Information Department. As a member of Senior Management at the CSE, I have participated in the development of the 5-year Strategic Plan and Annual Performance Plans. I planned, led and oversaw the implementation of the Public Education and Awareness Campaigns for the promotion of gender equality in all communities of South Africa. I have managed the allocated budget in compliance with PFMA, Treasury Regulations and other relevant legislations. I oversaw the roll-out of the Information Technology (IT) infrastructure and managed the efficient delivery of IT services to Commissioners and staff.

During my tenure in ICASA, I worked directly with Councillors as the General Manager for Consumer Affairs Division. I have provided strategic leadership and direction to the Division I led, and I had participated in the development of the 5-year Strategic Plan and Annual Performance Plans. My core responsibilities were to manage the allocated financial resources in compliance with PFMA, Treasury Regulations and other relevant legislations. I oversaw the promotion of consumer protection in the ICT sector through Public Education and Awareness Campaigns, resolved consumer complaints, ensured consumer research, ensured the monitoring of Quality of Service (QoS) as provided by ICASA licensees as well as provided guidance in the development of consumer protection regulations.

I have experience in serving as a Councillor in Digital Zongo Council. Digital Zongo Council was mandated to spearhead digital migration and to advise the Minister of Communications on Digital Migration Strategy in South Africa. In Digital Zongo Council, we developed Broadcast Infrastructure Strategy, Help and Support Strategy, Monitoring and Research Strategy, Technology Standards and Communications Policy. We also developed the Code of Conduct for Digital Zongo Council.

In the African continent, I have participated in the Communications Regulatory Authorities of Southern Africa (CRASA) in the development of CRASA’s Consumer Protection Policy. Furthermore, I have participated in the Annual Conference of the African Telecom Regulators on Consumer Affairs in Lagos,
July 27, 2013
Page 3

Nigeria in October 2013. It is at that Conference where I proposed that all regulatory frameworks in the
African continent need to be harmonised for effective and efficient delivery of services to consumers.

In the international platform, I have participated in the Workshops, Summits and Conferences that were
organised by the International Telecommunications Union (ITU), the Federal Communications Commission
(FCC), G8ict Global Initiative for Inclusive ICTs, as well as the United Nations Department of Economic and
Social Affairs. The highlight of my participation in the international platform was when I represented
ICASA at the World Conference on International Telecommunications 2012 (WCIT-2012) in Dubai, where
I successfully lobbied and convinced the ICT world leaders to include Accessibility, Inclusivity, e-Waste and
Energy Efficiency in the International Telecommunications Regulations (ITRs). Please refer to:
http://www.youtube.com/watch?v=ufE3hUZQ89o

I received training and acquired knowledge in Leadership, Consumer Protection, ICT Policy and
Regulation, Digital Multimedia Management and Regulation, Television News Reporting, Advanced
Emotional Intelligence and Leadership Skills, Conflict Management and Dispute Resolutions, Learning to
Lead Community Programme, Learning to Lead Corporate Programme, Work Team Facilitation,
Negotiations, Strategic Planning, Strategic Management, Financial Management, Marketing Management,
Information Management, Talent Management, Knowledge Management, Change Management,

In terms of qualifications, I hold BA Communications (UNISA); BA (Hons) Communications (UI); MA
Communications (UI); Executive Development Programme (GIBS); Post Graduate Certificate In
Management (BCUC, United Kingdom); Postgraduate Diploma In Management Studies (BCUC, United
Kingdom) and MBA (BCUC, United Kingdom). Currently, I am a PhD candidate with the University of
Witwatersrand and my study focuses on Digital Transformation for Social Development.

I submit that if I am successful, I will use my management and leadership experience to add value in the
GOCIS by providing strategic leadership, efficient and effective management in the fulfillment of all the Key
Performance Areas for the post of the Director – General. I am readily available to assume duty at any
time.

Yours sincerely
With this experience, coupled with being a highly experienced Eskom EXCO member for over 15 years, I am well equipped to serve on any board and its sub-committees. As an EXCO member, I have an appreciation of how big organisations are managed as my experience includes chairing of sub-committees of EXCO and interacting with the Board. Some such committees include Capital Investment Committee; Procurement Committee; Pricing Committee; Divisional EXCO; Customer Council; Growth and Innovation Committee; etc. My resume summarises the different roles I have held in the past.

Being a non-executive director at CEF, I would bring diversity and a wealth of experience on business strategy, integrated risk management, strategy implementation and performance oversight. I would certainly bring great value in Integrated Risk Management and building organizational resilience which is an important oversight role of any board.

Relevant Competencies

- Overall strategic oversight and appreciation of integrated risk management
- Strong in leadership, ethical behaviour and value analysis
- Analyst, collaborator and advisor
- Risk analysis, safety leadership and stakeholder management
- Appreciation of Companies Act and King Code of Good Governance (King IV)

Declarations

I can also confirm that I do not have a criminal record and I have never been declared a delinquent director. I have no shareholding in companies that may pose a conflict of interest at CEF. I confirm that I am qualified to serve on this board.

I would sincerely appreciate an opportunity to serve on this board.

Your sincerely

[Signature]
CURRICULUM VITAE

OF
PERSONAL DETAILS

NAME: [Redacted]

SURNAME: [Redacted]

DATE OF BIRTH: [Redacted]

AGE: [Redacted]

NATIONALITY: [Redacted]

IDENTITY NUMBER: [Redacted]

SEX: [Redacted]

MARITAL STATUS: [Redacted]

HOME LANGUAGE: English, Afrikaans, Zulu, Xhosa, Tswana, North-Sotho and Tsonga

OTHER LANGUAGES: [Redacted]

HOME ADDRESS: [Redacted]

POSTAL ADDRESS: [Redacted]

TELEPHONE NUMBERS: [Redacted]

CRIMINAL OFFENCES: None

HEALTH: [Redacted]

INTERESTS: Reading (non-fiction), Road Running, Travelling, Art, watching Soccer and outdoors
EDUCATION QUALIFICATIONS

LAST SCHOOL ATTENDED

HIGHEST STANDARD PASSED

TERTIARY EDUCATION

INSTITUTION
1985 - 1988

University of Natal (Durban)
B.Proc

INSTITUTION
1989 - 1990

University of Cape Town
Postgraduate Diploma in Tax Law

INSTITUTION
1992 - 1993

University of Cape Town
Masters in Law (LLM) (Commercial Law)

INSTITUTION
1995 - 1997

Institute of Advanced Studies and Rand Afrikaans University
Advanced Diploma in International Taxation and Offshore Financial Centre

INSTITUTION
2003

Insead (France)
Advanced Management Programme (AMP)

INSTITUTION
1996 - incomplete

University of Pretoria
Doctorate in Law (LLD) (Corporate Law)

INSTITUTION
2006

University of Pretoria
Diploma in Insolvency Law and Practice

INSTITUTION
2006

University of Witwatersrand
Certificate in Competition Law

INSTITUTION
2006

University of Pretoria
Certificate in Advanced Trust Law

INSTITUTION
2008

University of Witwatersrand
Certificate in Banking Law and Financial Markets

INSTITUTION
2008
University of Pretoria
Certificate in Insolvency Litigation and Administration

INSTITUTION
2008
University of Witwatersrand
Certificate in Mediation and Negotiation

INSTITUTION
2012-2013
University of Pretoria
Masters in Law (LLM) Insolvency Law (Completed Course work)

INSTITUTION
2012-2012
University of South Africa
Advance Course in Business Rescue Practice

INSTITUTION
2013-2013
University of Witwatersrand
Advance Diploma in Mining and Exploration Law

COURSES ATTENDED

Course in company direction conducted by Graduate Institute of Management and Technology (GIMT). Course dealt with corporate governance, responsibilities of directors, strategy and finance.

Compliance courses held by the Compliance Institute.

Finance for non-financial Managers (UCT).

EMPLOYMENT HISTORY

DATE: January 2010- Present
POSITION HELD: Director- Thanyani Business Recoveries (Pty) Ltd
DUTIES: Insolvency Practice which involves acting as Liquidator, Trustee And Judicial Manager of Insolvent Estates. Business and Corporate Rescue Practitioner.

DATE: February 2010- present
POSITION HELD: Chairman- Tony Tshimase Incorporated
DUTIES: Involved in Commercial and Corporate practice, tax law,
aviation, merger and acquisition law, competition law, insolvency litigation and commercial litigation.

Date: April 2018 - May 2019  
POSITION HELD: Ministerial Special Advisor  
DUTIES: Special advisor to Minister of Human Settlement advising her on all the Legal matters.

DATE: August 2006 – January 2011  
POSITION HELD: Senior Director – Hofmeyr Herbstein & Gihwala Inc/Cliffe Dekker Hofmeyr  
DUTIES: Involved in commercial and corporate law practice, tax law, aviation law, competition law, insolvency law practices

DATE: November 2001 – June 2005  
POSITION HELD: General Counsel and Executive Vice President: Legal at the industrial Development Corporation of South Africa Limited (IDC)  
DUTIES: Advising Board of Directors and Executive Management on all legal matters, overseeing solving of legal problems internationally and externally structuring complex financial transactions, drafting agreements and responsible for workout and restructuring.

DATE: 2004 – June 2005  
POSITION HELD: Compliance Officer  
DUTIES: Developing compliance culture within IDC and implementation of compliance policies

DATE: November 1999 - 2001  
POSITION HELD: Head of Legal Services Department at IDC  
DUTIES: Overseeing and solving of all legal problems in IDC, drafting of financial transaction agreements and advising on all legal matters.

DATE: May 1998 – October 1999  
POSITION HELD: Partner - Pule, Selebogo & Partner (Johannesburg)  
DUTIES: Head of Commercial Law, Commercial Litigation, Tax, Banking and Finance, Insolvency Departments

DATE: February 1997 – April 1998  
POSITION HELD: Senior Tax Specialist - Eskom  
DUTIES: Prepare Eskom to be tax paying entity, advice Eskom and its subsidiaries on Income Tax, International Taxation, Value-added Tax (VAT) issues and other taxes; Responsible for Eskom’s and its subsidiaries’ Income Tax and VAT compliance
DATE: March 1996 - January 1997

POSITION HELD: Practising as Tax and Legal consultant
under the name Tony Tshividze Tax and Legal Consultants in Pretoria

DUTIES: Carry VAT audits in association with Coopers & Lybrand for Local
governments; Drafting commercial agreements; Registration of
Companies and Close Corporations; Advice clients in Income Tax and
VAT issues and Income Tax and VAT planning

DATE: February 1994 - February 1996
POSITION HELD: Partner - Moseneke and Partners with offices in Pretoria and
Johannesburg

DUTIES: Partner in charge of Commercial and Tax Department; Drafting
general commercial agreements; Advice clients in Commercial Law
issues; Commercial Litigation; Drafting take-over, management buy-
couts, mergers and Shareholder's agreements; Advice clients on
Income Tax, International Tax; Drafting Wills; Establishing Trusts;
Estate Planning; Registration of Companies and Close Corporations;
Income Tax, International Tax and VAT planning for clients and Liquor
Licence applications

DATE: May 1993 - January 1994
POSITION HELD: Tax Consultant with Coopers & Lybrand in Pretoria

DUTIES: Advise clients on income tax, VAT,
International Tax issues, assist clients in income tax planning, VAT and
international planning. Head of Tax Compliance and Secretarial
Departments.

POSITION HELD: Tax Administrator with Kessel Feinstein in Cape Town

DUTIES: Income Tax and VAT compliance and dealing with queries from the
Receiver of Revenue

DATE: January 1990 - January 1992
POSITION HELD: Candidate Attorney and Professional Assistant with Bernadt, Vikic,
Potash, and Gatz in Cape Town

DUTIES: As a candidate Attorney I was attached to the following departments
(i.e. to prepare me for Attorney’s Board Examination):

(i) Litigation;
(ii) Labour;
(iii) Commercial;
(iv) Collections;
(v) Estates;
(vi) Human Rights; and
(vii) Conveyancing
As professional assistant I worked in the Commercial Department drafting general commercial agreements; registration of Companies and Close Corporations; drafting Shareholder's agreements and advising on Income Tax issues.

DATE: August 1980 – December 1982
POSITION HELD: Clerk in the Agriculture Department of the Venda Development Corporation
DUTIES: Completing loan applications, Verification of loan applications and visiting projects to determine progress made.

Attorneys Admission
I wrote the Attorneys Admission Board Examination in 1991 and have successfully completed this examination.

BOARD DIRECTORSHIPS

Present directorships:

| Thanyani Business Recoveries (Pty) Limited | Director |
| Tony Teslavae Incorporated | Director (Chairperson) |
| Direngo Investments (Pty) Ltd | Director (Chairperson) |
| Naledi Foundry (Pty) Ltd | Director (Chairperson) |
| Naledi Ringrollers (Pty) Ltd | Director (Chairperson) |
| S.A Ladder (Pty Ltd) | Director (Chairperson) |

MEMBERSHIP OF BODIES

Standing advisory committee on company law - appointed by Minister of Trade and Industry to advise Government on commercial law issues.

Unfair contract terms committee - sub-committee of business practice committee - appointed by Minister of Trade and Industry to adjudicate unfair contract terms

Institute of Directors of Southern Africa

Black Lawyers Association
Association of Insolvency Practitioners of South Africa

Member of the small business regulatory review - member of Taxation and Business Trade Task Teams – internal audit of Department of Finance and National Treasury

The Association of the Advancement of Black Insolvency Practitioners (Secretary of Gauteng Province)

Member of Take-Over Regulation Panel (TRP) – appointed by Minister of Trade and Industry
PERSONAL DETAILS

Full Names
Known As
Nationality South African
Languages
Marital Status
Dependents

EDUCATION

UNIVERSITY OF KWA ZULU NATAL

1987  B Proc
1989  LLB

PROFESSIONAL REGISTRATION

1991  Admitted as an Attorney of the High Court of South Africa.
2018  Registered again as an Attorney, after many years of no active legal practice, with the Law Society of the Northern Provinces

OTHER COURSES

Attended the following courses:
- International Legal Instruments
- International Humanitarian Principles and Practice
- Domestic Violence
- Corporate Governance Principles
SKILLS ACQUIRED

- Legal theory and practice of law
- Strategy Planning
- Management
- Business management
- Communication
- Writing (book)
- Family counselling
- Leadership
- Ability to work and deliver under pressure
- Diamond trading
- Corporate Governance (theoretically and implementation)

EMPLOYMENT SYNOPSIS

2018 – date  
Re-registered as an Attorney of the High Court and employed as an Associate Attorney at Friedrich Incorporated

2012 – 2017  
State Diamond Trader  
Chief Executive Officer

2008 – 2011  
State Diamond Trader  
Acting Chief Executive Officer

2001 – 2011  
Department of Mineral Resources (Minerals and Energy)  
(2006)  
Deputy Director – General (in the enc)

1998 – 2001  
Commission on Gender Equality  
Provincial Manager, KwaZulu-Natal

1997 - 1998  
Domestic Violence assistance Programme  
Director/Manager

1993 - 1997  
Centre for Criminal Justice, University of Natal  
Researcher and Director

1991 - 1993  
Attorney’s Practice, Vryheid, KwaZulu-Natal
Attorney

1990 - 1991
Christopher Walton and Tatham, Ladysmith
Candidate Attorney

CAREER HISTORY

Attorneys’ Practice

- General legal practice
- Drafting of documents
- Liaising with other attorneys and advocates

Criminal Justice System Research

- Research into the criminal justice system, in particular policing
- Research and implementation of women’s rights programme
- Managing the Centre for Criminal Justice, University of Natal, Pietermaritzburg
- Fund raising for the Centre

Domestic violence programme and Gender Equality work

- Established the programme and its institutional capability
- Set up court based advisory centres in 5 Magistrates’ courts in KZN
- Managed the operations of the programme
- Raised funds for the programme
- Training various stakeholders on gender equality matters
- Managing the KZN office of the Commission on Gender Equality


Mineral Regulation

- Processing of applications for prospecting and mining rights
- Managed the KZN regional office
- Managed three regional offices – Gauteng, Free State and Northern Cape
- Provision of senior management services at DMR
Mineral Policy Development

- Reviewed legislation, in particular the Mineral and Petroleum Development Act
- Worked on conflicts between the National Environmental Management Act and the Mineral and Petroleum Development Act
- Regulations
- Development of Policies and Procedures at the State Diamond Trader

Diamond Trading

- Managing the operations and finances of the State Diamond Trader (SDT)
- Preparing reports for and reporting to the Board of the SDT
- Implementing corporate governance principles at the SDT
- Managing client and producer relations
- Managing a newly created, challenging institution and growing it further
- Fostering relations between the local diamond industry and government
- Working with various local and international stakeholders on the Kimberley Process Certification Scheme
- Creating platforms for new and Black small and medium businesses to enter the diamond industry, thereby transforming the local industry
- Exposing new entrants and Black businesses at international platforms through National Pavilions such as at the largest annual gathering of the global industry, the Hong Kong Gem and Jewellery Show

Directorships

- Deputy Chairperson, Board of Advice Desk for Abused Women, then University of Durban—Westville (1996 – 1999)
- Board Member of the Central Energy Fund (2007 – 2008)
- Board Member of the State Diamond Trader (2007 – 2008)
- Board Member of the South African Diamonds and Precious Metals Regulator (2007 – 2017)
- Chairman of Licensing Committee at SADPMR (2013 – 2018)
- Board Member of the SEDA Limpopo Jewellery Incubator (2019, to date)
- Chairman of SEDA Limpopo Jewellery Incubator (2014, to date)
- Board Member of the Airports Company South Africa (2018 to date)
- Committee Member of various Board Committees at Airports Company South Africa (2018 to date)
- Chairperson of the Board of JIA Piazza Park, a wholly owned subsidiary of the Airports Company South Africa (2018 to date)

Other Professional Engagements

Guest Lecturer at the Wits Law School, Wits University: 2018 and 2019
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<td>Former DDG and Direct Manager at Mineral Resources</td>
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<td>Wits Business School Lecturer</td>
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<td>Special Advisor to the Minister of Mines of Angola</td>
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**Curriculum Vitae**

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**SKILLS COMPETENCY**

- Strategic planning
- Driving delivery on strategic objectives
- Negotiation skills
- Performance management
- Risk Management
- Fraud management
- Project management
- Annual report writing
- Monthly, quarterly and annual financial reporting
- Compilation of AFS in terms of IFRS, IAS, GRAP, Modified Cash Standards
- Forecasting including rolling forecasting
- Taxation both individual and company's tax
- Budgets & Variance Analysis
- Policy development
- Excellent communication skills
- Analytical thinking
- Budgeting
- Financial Advisory
- Financial Management (Debtors, Creditors, Management accounting, Fixed assets, Supply Chain Management & Administration)
- Problem solving skills and change management
- Strategic Leadership
- Compliance with laws and regulations including PFMA, Treasury Regulations and Public Service Regulatory Framework
Summary of Work History

<table>
<thead>
<tr>
<th>Employer</th>
<th>Position</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Agriculture Land Reform &amp; Rural development</td>
<td>Acting Deputy Director General: Corporate Support Services</td>
<td>01 April 2020 to Current</td>
</tr>
<tr>
<td>Department of Rural development &amp; Land Reform</td>
<td>Acting Director General</td>
<td>01 May 2018 to 13 September 2019</td>
</tr>
<tr>
<td>Department of Public Works</td>
<td>Chief Financial Officer</td>
<td>04 December 2013 to 30 April 2019</td>
</tr>
<tr>
<td>Department of Rural development &amp; Land Reform</td>
<td>Chief Financial Officer</td>
<td>01 February 2015 to 30 November 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14 September 2019 to 31 March 2020</td>
</tr>
<tr>
<td>Driving License Card Account</td>
<td>Chief Financial Officer &amp; Acting Head of entity</td>
<td>October 2012 to January 2015</td>
</tr>
<tr>
<td>Exaro</td>
<td>Senior Financial Accountant</td>
<td>Nov 2007 to July 2010</td>
</tr>
<tr>
<td>MIBEA</td>
<td>Head of Accounting department</td>
<td>March 2006 – Oct 2007</td>
</tr>
<tr>
<td>Grimaker</td>
<td>Accounts Clerk</td>
<td>Nov 1997 – Sept 1999</td>
</tr>
</tbody>
</table>

Education Details

<table>
<thead>
<tr>
<th>Level</th>
<th>Qualification</th>
<th>Institution</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School</td>
<td>Matric (Grade 12)</td>
<td>Khwevha High School</td>
<td>1993</td>
</tr>
<tr>
<td>Tertiary</td>
<td>Boom Accounting</td>
<td>University Of Venda</td>
<td>1996</td>
</tr>
<tr>
<td></td>
<td>Accountancy diploma</td>
<td>University Of Natal</td>
<td>2003</td>
</tr>
<tr>
<td></td>
<td>Bachelor Honours</td>
<td>UNISA</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>Postgrad Diploma in Applied Accounting</td>
<td>UNISA</td>
<td>2012</td>
</tr>
<tr>
<td></td>
<td>APT Certificate</td>
<td>APT</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>Chartered Accountant</td>
<td>SAICA</td>
<td>2014</td>
</tr>
</tbody>
</table>

Computer Literacy

PROFICIENT IN THE FOLLOWING:

- MS Word
- MS Excel
- MS PowerPoint
- MS Outlook
- Teammate
- BAS
- Persal
- Acrpac
- Hyperion
- Pastel
- Oracle
- SAP
- Barn owl
- Logis
**Detailed Employment History:**

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Agriculture, Land Reform &amp; Rural Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>May 2018 – 13 September 2019 14 September 2019 to Current</td>
</tr>
<tr>
<td>Position:</td>
<td>Acting Director General Chief Financial Officer of the department and its three entities and head of ALHA trading Account Deputy Director General – Corporate Support Services</td>
</tr>
</tbody>
</table>

**Responsibilities:**
- Discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
- Develop strategic plans and annual performance plan and monitor performance against these targets.
- Provide strategic leadership, management and support services to the department. The Administration programme comprises of the sub-programmes: Ministry, Management, Internal Audit, Corporate Services, Financial Services, Provincial Coordination, Office Accommodation.
- Initiate, facilitate, coordinate and act as a catalyst for the implementation of a comprehensive rural development programme leading to sustainable and vibrant rural communities.
- Settle and finalise land restitution claims under the Restitution of Land Rights Act (Act 22 of 1994).
- Initiate sustainable land reform programmes in South Africa.
- Ensure 100% compliance with government regulations and legal prescribes.
- Obtain an unqualified regularity audit opinion on financial and non-financial Performance.
- Facilitate integrated spatial planning and land use management in all provinces through the application of relevant legislation.
- Ensure integrated and comprehensive land administration system.
- Facilitation of infrastructure development to support rural economic transformation.
- Provide support to rural enterprises and industries in areas with economic development potential and opportunities.
- Increase job opportunities and ensure skills development through CRDP and land reform initiatives.
- Facilitate the restoration of land rights or alternative forms of equitable redress.
- Promote equitable land redistribution and agricultural development by acquiring strategically located land.
- Provide comprehensive farm development support to smallholder farmers and land reform beneficiaries for agrarian transformation.
- Functional systems and institutional arrangements for tenure and land administration to enable agrarian reform in all provinces.
- Provide geospatial information, cadastral surveys, deeds registration and spatial planning, as well as technical services in support of sustainable land development. The programme consists of the following sub-programmes:
  - National Geomatics Management Service
  - Spatial Planning and Land Use Management
  - Registration of Deeds Trading Account
  - South African Council for Planners
  - Legislation
- Legal Services
- Human Resource and Development
- Monitoring & Evaluation
- Facilities Management and Security Services
- Strategic Communications
- E-Cadastre

- Quarterly and annual Report presentation to Parliament Portfolio committee, Select Committee, Standing Committee on Public Accounts (SCOPA), executive authority and audit committee

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Public Works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>04 December 2017 to April 2018</td>
</tr>
<tr>
<td>Position:</td>
<td>Chief Financial Officer of the department and Property Management Trading Entity</td>
</tr>
</tbody>
</table>

**Responsibilities**

- Assist the accounting officer to discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
- Develop strategies and annual performance plan and monitor performance against these targets.
- Provide support to the Head of the Department and line managers with regards to public finance matters.
- Chair the National Bid Evaluation Committee.
- Allocation of budgets to the department programmes to meet the strategic objectives of the department and review and analyse the budgets prepared for Medium Term Expenditure Framework, Adjustments Estimates of National Expenditure and Estimated National Expenditure and Medium-Term Expenditure Framework and discuss the budget allocations and bidding for funding with the National Treasury.
- Manage the Departmental budget in accordance with the relevant prescripts R10.1 billion.
- Ensure effective management and administration of the Financial Services Branch which includes financial management services, supply chain and facilities management services, budget & budget performance and risk management and co-ordination of internal and external audit.
- Coordinate and ensure effective and efficient performance of the financial management, supply chain management, risk management function in all components of the department.
- Put in place systems & procedures to ensure efficient management of the expenditure control function.
- Exercise accounting control by maintaining an accurate system of accounting and recording of financial affairs of the Department and develop and maintain measures to prevent fraud and maladministration.
- Coordinate and ensure effective and efficient management of audit intervention strategies.
- Provide timely and accurate financial and operational information necessary for strategic decision-making to all branches.
- Ensure that quarterly, interim and annual financial statement prepared in terms of GRAP (for the entities) and MODIFIED CASH standards are compiled and submitted timeously in accordance with applicable standards and legislative requirements.
- Quarterly report on Procurement plan to National Treasury.
• Ensure strict compliance to the provisions of the Preferential Procurement Policy Framework Act (Act 5 of 2000) and its regulations.
• Quarterly and annual Report presentation to Parliament Portfolio committee, Select Committee, Standing Committee on Public Accounts (SCOPA), executive authority and audit committee

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Rural Development and Land Reform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>February 2015 – 30 November 2017</td>
</tr>
<tr>
<td>Position:</td>
<td>Chief Financial Officer of the department and its three entities and head of ALHA trading Account</td>
</tr>
</tbody>
</table>

**Responsibilities:**

- Assist the accounting officer to discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
- Develop strategies and annual performance plan and monitor performance against these targets.
- Provide support to the head of the department and line managers with regards to public finance matters.
- Chair the National Bid Evaluation Committee.
- Allocation of budgets to the department programmes to meet the strategic objectives of the department and review and analyse the budgets prepared for Medium Term Expenditure Framework, Adjustments Estimates of National Expenditure and Estimated National Expenditure and Medium-Term Expenditure Framework and discuss the budget allocations and bidding for funding with the National Treasury.
- Manage the Departmental budget in accordance with the relevant prescriptions R10.1 billion.
- Ensure effective management and administration of the Financial Services Branch which includes financial management services, supply chain and facilities management services, budget and budget performance and risk management and co-ordination of internal and external audit.
- Coordinate and ensure effective and efficient performance of the financial management, supply chain management, risk management function in all components of the department.
- Put in place systems & procedures to ensure efficient management of the expenditure control function.
- Exercise accounting control by maintaining an accurate system of accounting and recording of financial affairs of the Department and develop and maintain measures to prevent fraud and maladministration.
- Coordinate and ensure effective and efficient management of audit intervention strategies.
- Provide timely and accurate financial and operational information necessary for strategic decision-making to all branches.
- Ensure that quarterly, interim and annual financial statement prepared in terms of GRAP (for the entities) and MODIFIED CASH standards are compiled and submitted timeously in accordance with applicable standards and legislative requirements.
- Quarterly report on Procurement plan to National Treasury.
- Ensure strict compliance to the provisions of the Preferential Procurement Policy Framework Act.
(Act 5 of 2000) and its regulations.

- Quarterly and annual Report presentation to Parliament Portfolio committee, Select Committee, Standing Committee on Public Accounts (SCOPA), executive authority and audit committee

Manage R10.1 billion budget and provide support to 9 complex Programmes of the department. Manage finance staff in our offices in 9 provinces (total staff complement in finance 601 and have 3 Trading Entities that I exercise oversight over while heading one of these entities).

Now managing the Agri-parks project that is being implemented by the three spheres of the Government with our department funding the project to the tune of R2 billion per annum for the next 10 years.

Developed and implemented the centralization of procurement for the whole country and develop procurement strategies to enhance service delivery.

Obtained a clean audit for the entity that I head and an unqualified audit for the department and the Trading entity.

---

**Company:** Driving License Card Account  
**Period:** October 2012 – November 2014  
**Position:** Chief Executive Officer/Chief Financial Officer

**Responsibilities:**

**Strategic finance**

- Develop strategies and monitor performance of the entity
- Develop and execute the transfer management plan for card production facility
- Maintain and enhancement of stakeholder and client relationship i.e. Auditor-General, Provincial Departments, Driving License Testing Centre, Municipalities, Audit committee, National Treasury, service providers
- Drive the implementation of the transfer management plan
- Project management for the introduction of the new driving license card
- Implement and monitor good corporate governance for the entity

**Operational finance**

- Preparation of annual financial statement and the annual report. Facilitate the printing and distribution to Parliament and submission of financial statement for audit and approval
- Presentation of financial reports to EXCO and Audit Committee
- Monthly financial reporting – actuals and forecasts and cash flow management
- Annual & Interim Financial Reporting - in terms of IFRS, GAAP or GRAP & Financial statement analysis & interpretation
- Maintain effective efficient fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures, Implement & monitor internal controls
- Manage medium and Long-term financial planning of the entity
- Preparation & Planning of annual regularity audit
- Negotiation of contracts with major customers
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium-term expenditure framework and estimates for national expenditure
- Determine staff needs, appoint, train and manage staff and monitor staff performance
- Risk and fraud management reporting
- Monitoring the performance on production and delivery of driver's license card.
- Manage and maintain 1000 Live Capture Units (LCUs) at Driving License Testing Centres

DLCA is an entity of the Department of Transport that manages the production and delivery of the driving licences. I headed the entity for the last 18 months.

Under my leadership I stopped an irregular tender worth over R1 billion just before being implemented. I headed the team that was assigned to defend the legal process that arose out of the cancellation of the irregular tender since March 2013. The litigation ended at the Supreme Court of Appeal where I won the case. This is a process that requires leadership with character, determination and integrity.

When I joined the entity, it was experiencing liquidity problems, I implemented debt collection strategies such as establishing relationships with our clients, entering into memorandum of agreements, direct contacts through meetings and workshops and introducing interest charges on long outstanding accounts, that saw the entity's cash resources grew to over R140 million within the 18 months that I was at the helm.

| Company: | National Regulator for Compulsory Specifications |
| Period:   | August 2010 – September 2012 |
| Position: | Finance Manager |

**Responsibilities:**

**Strategic finance**
- Annual performance planning
- Development of strategy
- Develop funding model for projects
- Bidding for appropriation bill for the department
- Implementation of the above components, reporting, evaluation and monitoring thereafter - this life cycle approach is centered on results based management
- Annual Financial statements for the Department and its 3 entities
- Presentation of financial reports to SMC, EMC and DG/DDG Forums

**Operational finance**
- Monthly financial reporting – actuals and forecasts including variance analysis
- Management reporting
- Financial reporting - in terms of modified cash
- Financial statement analysis & interpretation
- Payroll administration
- Manage fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures
- Monitor internal controls
- Liaising with the External Auditors and planning for interim and year-end audits
- Treasury function
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium term expenditure framework and estimates for national expenditure
Company: Driving License Card Account
Period: October 2012 – November 2014
Position: Chief Executive Officer/Chief Financial Officer

Responsibilities:

Strategic finance
- Develop strategies and monitor performance for the entity
- Develop and execute the transfer management plan for card production facility
- Maintain and enhancement of stakeholder and client relationship i.e. Auditor-General, Provincial Departments, Driving License Testing Centre, Municipalities, Audit committee, National Treasury, service providers
- Drive the implementation of the transfer management plan
- Project management for the introduction of the new driving license card
- Implement and monitor good corporate governance for the entity

Operational finance
- Preparation of annual financial statement and the annual report, Facilitate the printing and distribution to Parliament and submission of financial statement for audit and approval
- Presentation of financial reports to EXCO and Audit Committee
- Monthly financial reporting – actuals and forecasts and cash flow management
- Annual & Interim Financial Reporting - in terms of IFRS, GAAP or GRAP & Financial statement analysis & Interpretation
- Maintain effective & efficient fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures, Implement & monitor internal controls
- Manage medium and long-term financial planning of the entity
- Preparation & Planning of annual regularity audit
- Negotiation of contracts with major customers
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium-term expenditure framework and estimates for national expenditure
- Determine staff needs, appoint, train and manage staff and monitor staff performance
- Risk and fraud management reporting
- Monitoring the performance on production and delivery of driver's license card,
- Manage and maintain 1000 Live Capture Units (LCU's) at Driving License Testing Centres

DLCA is an entity of the Department of Transport that manages the production and delivery of the driving licenses. I headed the entity for the last 18 months.

Under my leadership I stopped an irregular tender worth over R1 billion just before being implemented. I headed the team that was assigned to defend the legal process that arose out of the cancellation of the irregular tender since March 2013. The litigation ended at the Supreme Court of Appeal where I won the case. This is a process
that requires leadership with character, determination and integrity.

When I joined the entity, it was experiencing liquidity problems. I implemented debt collection strategies such as establishing relationships with our clients, entering into memorandum of agreements, direct contacts through meetings and workshops and introducing interest charges on long outstanding accounts, that saw the entity's cash resources grew to over R140 million within the 18 months that I was at the helm.

| Company: | National Regulator for Compulsory Specification |
| Period:  | August 2010 – September 2012 |
| Position: | Finance Manager |

**Responsibilities:**

**Strategic Finance**
- Annual performance planning
- Development of strategy
- Develop funding model for projects
- Bidding for appropriation bill for the department
- Implementation of the above components, reporting, evaluation and monitoring thereafter - this life cycle approach is centered on results based management
- Annual Financial statements for the Department and its 3 entities
- Presentation of financial reports to SMC, EMC and DG/DDG Forums

**Operational Finance**
- Monthly financial reporting – actuals and forecasts including variance analysis
- Management reporting
- Financial reporting - in terms of modified cash
- Financial statement analysis & interpretation
- Payroll administration
- Manage fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures
- Monitor internal controls
- Liaising with the External Auditors and planning for Interim and year-end audit
- Treasury function
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium-term expenditure framework and estimates for national expenditure
- Annual levy increases negotiations with industry

<p>| Company: | Exoreo Limited |
| Period:  | November 2007 – July 2010 |</p>
<table>
<thead>
<tr>
<th>Position:</th>
<th>Group Financial Accountant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibilities:</td>
<td></td>
</tr>
</tbody>
</table>
• Month-end closure  
• Monthly financial reporting – actuals and forecasts  
• Management reporting  
• Rolling forecasts  
• Preparation and monitoring of budgets  
• Preparation of interim and year-end financial statements  
• Preparation of tax packs  
• Analysis of expenditure for tax purposes  
• Accounting services to support corporate services departments  
• Value adding cost control services  
• Supervise staff  
• Implement & monitor internal controls  
• Assist in ad-hoc assignments  
• Liaise with internal and external auditors  
• Liaise with external customers |

<table>
<thead>
<tr>
<th>Company:</th>
<th>Metal Industries Benefit Fund Administrators</th>
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<tbody>
<tr>
<td>Period:</td>
<td>March 2006 – October 2007</td>
</tr>
<tr>
<td>Position:</td>
<td>Head of Accounting department</td>
</tr>
<tr>
<td>Responsibilities:</td>
<td></td>
</tr>
</tbody>
</table>
• Month-end closure  
• Review general ledger reconciliations  
• Review vat returns and compile tax returns  
• Maintains fixed assets register  
• Prepare and monitor budget  
• Supervise 7 accounts clerks  
• Manage debtors and creditors accounts  
• Implement & monitor internal controls  
• Assist in ad-hoc assignments  
• Prepare financial statements in accordance with international financial reporting standards  
• Liaise with internal and external auditors |

<table>
<thead>
<tr>
<th>Company:</th>
<th>Mpumalanga Economic Empowerment Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>June 2003 – February 2006</td>
</tr>
<tr>
<td>Position:</td>
<td>Financial Accountant</td>
</tr>
<tr>
<td>Responsibilities:</td>
<td></td>
</tr>
</tbody>
</table>
• General ledger to trial balance  
• Month-end closure of all modules  
• General ledger reconciliation  
• Prepare vat returns  
• Maintain fixed assets register |
- Prepare and monitor budget
- Supervise 5 accounts clerks
- Implement & monitor internal controls
- Prepare financial statements
- Liaise with internal and external auditors & external customers

<table>
<thead>
<tr>
<th>Company:</th>
<th>Auditor General</th>
</tr>
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<tbody>
<tr>
<td>Period:</td>
<td>October 1999 - May 2003</td>
</tr>
<tr>
<td>Position:</td>
<td>Training - TIPP</td>
</tr>
</tbody>
</table>

**Responsibilities:**
- Planning the audit
- Evaluating systems in general
- Evaluating audit risk
- Perform test of controls & substantive test
- Evaluate the results of audit tests
- Reporting
- Analysing financial statements
- Evaluating impact of computer on controls
- Review of employees tax computation
- Review of vat returns

<table>
<thead>
<tr>
<th>Company:</th>
<th>Grinkaer Precast</th>
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</thead>
<tbody>
<tr>
<td>Period:</td>
<td>November 1997 - September 1999</td>
</tr>
<tr>
<td>Position:</td>
<td>Accounts Clerk</td>
</tr>
</tbody>
</table>

**Responsibilities:**
- Process creditors invoices
- Reconciling creditors accounts
- Prepare raw materials usage reports
- Process & reconcile production reports
- Perform monthly stock take
- Petty Cash

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mxolisi Makono</td>
<td>Department of Women, Youth and People with Disabilities</td>
</tr>
<tr>
<td></td>
<td>Advisor to Minister Malete Nkoana-Mashabane</td>
</tr>
<tr>
<td>Tel</td>
<td>079 684 1374</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sam Vuka</td>
<td>Department of Public Works and Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Director General</td>
</tr>
<tr>
<td>Tel</td>
<td>064 860 3389</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phuti Mabelele</td>
<td>Department of Agriculture, Land Reform &amp; Rural Development</td>
</tr>
<tr>
<td></td>
<td>Communications</td>
</tr>
<tr>
<td>Tel</td>
<td>096 402 7321</td>
</tr>
</tbody>
</table>
PERSONAL DETAILS

Surname: [Redacted]  Address: [Redacted]
First Names: [Redacted]  Cell: [Redacted]
Date of Birth: [Redacted]  Driver's License: [Redacted]
Nationality: South African  First Language: [Redacted]
Gender: [Redacted]  Other languages: [Redacted]
Marital Status: Single  
Criminal Offences: None

HIGHER EDUCATION

- **Doctor of Philosophy, Ph.D. [Political Studies – Cum Laude]**
  Queen’s University at Kingston, Canada: 2000 – 2004


  Courses Completed:
  - Comparative Politics of Development
  - International Political Economy
  - Southern Africa
  - International Politics
  - National Security

- **Master of Philosophy, M.Phil. [Political Management]**
  University of Stellenbosch: 1997 – 1998

- **Bachelor of Arts, B.A. [Political Studies]**
  University of Cape Town: 1994 – 1996

COURSES ATTENDED

2008  China-Africa Exchange on Sustainable Development – November, Tongji University, Shanghai, China

2000  Certificate in Refugee Studies – June, York University, Ontario, Canada
HIGH SCHOOL

Last school attended: [Redacted]
Highest Standard Passed: [Redacted]

CAREER HISTORY

1. Ministry for Social Development: Special Adviser: Minister for Social Development
   (01 April 2018 – 28 May 2019)

   SCOPE OF DUTIES
   - Advise the Minister on the exercise or performance of her powers and duties in relation to policy
development on the following:
     - Development of human and social development interventions;
     - Poverty reduction, food security and community self-sustainable programmes;
     - Comprehensive social security social crime prevention and anti-substance abuse
       Community development, families and social welfare services;
     - Rights of persons with disabilities; the elderly and children; youth development support.

   - Amongst the achievements was the transition of eight million two-hundred South African Social
     Security Agency (SASSA) beneficiaries from Cash Paymaster Services to the South African Post

2. The Presidency: Special Adviser: Minister Responsible for Women
   (01 February 2017 – 31 March 2018) – Transfer from Women to Social Development with Minister

   SCOPE OF DUTIES
   - Advise the Minister on the exercise or performance of her powers and duties
   - Advise the Minister on the development of policy that promote the Department’s objectives

   ACTING DIRECTOR-GENERAL
   - I was appointed Acting Director-General for the Department of Women for the period 01
     November 2017 – 31 March 2018. In this capacity, I was:
     - Accounting Officer of the Department of Women reporting to the relevant parliamentary
       portfolio committee responsible for overall performance and financial accountability;
     - Responsible for an annual budget of at least R170 million;
     - Responsible for at least 110 employees;
     - Representing the Department of Women at the Forum of South Africa’s Directors-General
       [FOSAD] as well as a member of the Steering Committee of the Forum of South Africa’s
       Directors-General.
3. **SCOPE OF DUTIES**

- Providing executive counsel, strategic and operational support and advisory to the Vice-Chancellor and Principal in meeting overall university strategic objectives and performing statutory duties
- Providing strategic leadership in the development of Institutional Annual Performance Plans as required by the Department of Higher Education and Training; Strategic Plans; Mid-Term and Annual Reports
- Managing institutional performance and compliance with relevant statutes, policies and reporting regulations of the Department of Higher Education and Training
- Attending all meetings of the University Council and provide support to its Committees: Human Resources; Finance; Audit; Risk; Student Affairs; and the University Senate
- I also led a research grant for £41,738.00 by the British Council for Understanding Best-Performing & Under-Performing Schools: Towards Improving Efficiencies in Vhembe, Limpopo Province, for the period March 2015 – March 2016. The project was implemented in partnership with the Vhembe District Education Department, the University of Venda and the Office of the Limpopo MEC for Education.

4. **SCOPE OF DUTIES**

- Developing a Corporate Social Investment Strategy that ensured Old Mutual participate actively in the socio-economic transformation of South Africa
- Manage Old Mutual’s overall investments in communities through Corporate Social Responsibility Programmes
- Interfacing with the Board of Trustees for the selection of projects for consideration
- Manage the Old Mutual Foundation Trust investment portfolio by seeking Board approval for an Investment Strategy that grows the investment portfolio over time
- Ensure that Corporate Social Responsibility contributed towards Old Mutual’s compliance with BBBEE requirements and associated statutory/legislative framework
- Accountable to the Old Mutual Foundation Board of Trustees for the impact of investments and performance of the Old Mutual Foundation trust
- Major achievement was the approval of an Old Mutual Foundation Flagship Education project for an amount of R350m for a period of seven years (2013-2019)
5. Ministry of Defence and Military Veterans – Chief Director Research and Advisory (October 2009 – December 2011)

SCOPE OF DUTIES
- Undertaking research, drafting advisory briefs and speeches for the Minister
- Responsible for managing interface with Parliament, including drafting responses to Parliamentary Questions and representing the Ministry in various Parliamentary Committees – amongst others, the Joint Standing Committee on Defence and the Defence Committee.


SCOPE OF DUTIES
- Chief of Staff of the Department
- Provide executive support to the Director-General in managing the Department
- Manage the Department’s interface with Parliament, Provincial Departments, UN Habitat, Cities Alliance and the World Urban Forum
- Manage the Department’s response to Parliamentary questions including drafting inputs to legislative processes
- Was also Acting Chief Director for Communications for a period of eight months responsible for Corporate Communications, Media and Marketing. The highlight of this responsibility was the BNG TV series on national television


SCOPE OF DUTIES
- Chairing monthly meetings of officials representing the intelligence services: National Intelligence Agency, Defence Intelligence and Crime Intelligence of the South African Police Service
- Analysing intelligence inputs from National Intelligence Agency, Defence Intelligence and Crime Intelligence of the South African Police Service and produce a monthly composite intelligence product on domestic stability
- Drafting and presenting monthly national stability briefs to the Justice Crime Prevention and Security Cluster (JCPS) meetings of Directors-General
- Drafting domestic intelligence input to the annual National Intelligence Estimate
- Developing early warning models to guide analysis and intelligence collection
- Representing the National Intelligence Coordinating Committee at the National Joint Operational and Intelligence Structures (NATJOINTS), which coordinates all security and law enforcement operations
- Formed part of delegations to the Joint Standing Committee on Intelligence (JSCI) on various presentations during the period 2004-2007
8. The Presidency – Director: International Relations and Trade  
(July 2005 – July 2006)

SCOPe OF DUTIES
- Monitor the development of policy and implementation/progress (Government’s Programme of Action) on South Africa’s foreign, international relations and trade policies
- Interface with the Portfolio Committees for Foreign Affairs and Trade and Industry
- Draft Presidential responses to relevant Parliamentary Questions on international relations and trade
- Represent The Presidency in South Africa’s Trade Negotiations with the Department of Trade and Industry

9. National Intelligence Agency: Senior Analyst – Political Intelligence

SCOPe OF DUTIES
- Lead political intelligence in providing products on political intelligence
- Drafting domestic intelligence input to the annual National Intelligence Estimate
- Developing early warning models to guide analysis and intelligence collection

PROFESSIONAL MEMBERSHIPS

The Vhembe District Improvement Programme seeks to improve the quality of teaching, learning and management of schools as well as the effectiveness of the support and monitoring services provided to schools with a view to replicating the programme and lessons learned during implementation in other districts.

University of Venda Foundation: Member of the Board of Governors since September (2013 – 2016)
Was a member of the University of Venda Foundation Board of Governors responsible for raising funds for different educational causes.

Primary responsibilities included drafting and reviewing policy documents on Social Transformation. Drafted the 2010 National General Council discussion document on Social Transformation. In the post 2011 period, I have assisted various sub-committees of the Social Transformation Committee at National Executive Committee sessions (2017) and at the African National Congress’ National Conference at Nasrec, (December 2017).

AWARDS RECEIVED

2015
2003-2004
2000-2004  Queen's University Graduate Award, (Ph.D.) Kingston, Ontario, Canada
2000-2004  National Research Foundation's Prestigious Scholarship for a Ph.D.
1999    French Institute scholarship for a Ph.D. 1999 [ENS Cachan, France] (not taken)
1997-1998  Abbe Bailey Trust, scholarship (M.Phil.)
1998  Human Sciences Research Council research funding (M.Phil.)
1998  Jansen-Cillie scholarship for a Ph.D. November 1998 (not taken)
1997  South African Political Science Association

PUBLICATIONS: BOOKS


PUBLICATIONS: ARTICLES


1999  "Xenophobia and relative deprivation," *Crossings*, 3 (2), 4–5. (1999), Southern African Migration Project, Queen's University, Kingston, Canada.
Have contributed articles to South African newspapers on different topics:

- “Cape’s poor bear the brunt of reckless politicking,” Business Day, 11 March 2008
- “The importance of adequate housing,” Mail & Guardian, 01 September 2008
- “Despite limited resources, housing delivery output must be accelerated urgently,” Cape Argus, 26 November 2009
- “Essential service worthy of defense,” Mail & Guardian, 11 April 2011
- “Harnessing collective efforts is the answer,” Mail & Guardian, 26 April 2013
- “Improving the lives of SA’s children,” Mail & Guardian, 29 November 2013

CONFERENCE PAPERS PRESENTED


Motivation Letter

Dear Sir/Madam,

I believe that I can add value to your organisation as I am versatile, honest, well experienced professional (PhD, Inorganic chemistry) and have over 13 years of working experience. I am currently working as Regulatory Scientist and have previously worked Researcher, Senior Scientist and Business Analyst. I am also serving at Sanas board sitting at both Audit & Risk and HR & Remuneration Committees. I served at Mintek board and I was a Technical Committee chairperson. I previously served as council member at Flavus Mchaka TVET College. My overall experience is in the following fields: Pharmaceutical, Academic, Scientific Research, Petrochemical and Strategic Intelligence.

Summary of work experience:

- Academic capacity development
- Academic coordination and teaching (lecturer)
- Mentoring and supervising honours and MSc students
- Project Management
- Strategic planning
- Strategic business analysis
- Research analysis, monitoring and reporting (E.g. SWOT, PESTLE etc.)
- Research in different industries, thus: polymer, inorganic chemistry, nanotechnology, homogenous and heterogeneous catalysts and petrochemical
- Pharmaceuticals (regulatory affairs)
- Non-executive management (Committee Chairperson and member of Human Resources)

Through my career, I have acquired the following skills/competencies: leadership, scientific research and analysis, report writing, strategic thinking and planning, business analysis, presentation, performance management, business communication, assertiveness, mentoring, coaching and team player.

To firm up my business/management acumen I completed (2012) Fundamental Management certificate Program (FMP) at SAI, Unisa with the following modules: Leadership and interpersonal skills; Activity planning and control; Occupational health and safety; Management process; Labour and employment relations; Introduction to financial management. I also attended business short courses such as Financials for non-financial managers, Strategy thinking and Planning.

I am a strong believer of continuous learning for growth and development. Learning Never Ends.

Yours Truly,

[Signature]

Cell: [Number]
Career Statement

I am versatile, confident and highly experienced professional with more than 15 years’ work experience. I am a member of Institute of Directors in Southern Africa (IoDSA). Currently, I am serving as board member at SANA and sit at both Audit & Risk and HR committees. I recently served as a board member and technical committee chairperson at Mintek. I previously served as council member at Flavia Mareka TVET College. I am currently working as Project Manager at Ascendis Pharmaceutical. I worked temporarily as researcher at Research Directorate office, Vaal University of Technology (VUT). I previously worked as strategy business analyst at Sasol International Energy, as a senior scientist at Sasol Technology and as scientific researcher at CSIR. I offered chemistry lectures part-time (at UI), while studying PhD. My overall experience is in non-executive management (board), science & technology, academic, research & development (R&D), chemistry, pharmaceutical, project management, strategy and business analysis/intelligence environments.

Experience Summary

- Good experience in non-executive management
- Well experienced in strategy thinking and planning and analytical thinking
- Solid knowledge and understanding in stakeholder management
- Excellent knowledge and experience in R&D and petrochemical sectors
- Good experience in teaching at higher education level
- Good experience in academic research funding and policies
- Advanced business intelligence and analysis
- Effective team player and influential leadership
- Excellent presentation and effective communication skills
- Distinctive report writing and highly computer literate
Professional Achievements

- Serving as board member at SANAS
- Serving as board member and technical chairperson committee at Mintek
- Served as council and Strategic committee member at Flavium Mareka College
- Participated in Mintek CEO interviews as the Panel Member
- Nominated to lead and coordinate Sesol iNzalo R&D mentoring program, to historically disadvantaged postgraduates’ students
- Nominated by senior management team to participate in R&D senior management (EXCO) monthly meetings
- Recommended competitors to our catalyst business unit after performing catalyst competitor analysis - recommendations were implemented
- Won best poster presentation at Catalysis Society of South Africa (CATSA) conference, in 2002
- Published 7 scientific articles in international journals

Professional Experience

Project Manager
Current
Ascanis Pharma – Bryanston, Johannesburg, South Africa
Responsibilities:

- Managing projects for Quality Assurance and Regulatory Affairs
- Ensuring compliance with regulations set by South African Health Products Regulatory Authority, SAHPRA
- Registration of products at SAHPRA
- Monitor risks and perform audit for 3rd party manufacturers, suppliers and laboratories

SANAS Board Member
Reporting to minister of the Department of Trade and Industry (dti)
December 2018 – November 2021
SANAS – [Redacted]
Responsibilities:

- Determine the strategy to achieve SANAS’ purpose and to implement its values in order to ensure that SANAS is sustainable
- Ensure that SANAS complies with all relevant laws, regulations and codes of best business practice
- Exercise control generally over the performance of its functions, the exercise of its powers and the execution of its duties
- Review policies and other relevant documents prior to board and committee meetings
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual reports and financial statements

Board Member and Chairperson of Technical Committee
Reporting to minister of DMRE
June 2016 – August 2019
Mintek – [redacted]
Responsibilities:
- Determine the strategy to achieve Mintek's purpose and to implement its values in order to ensure that Mintek is sustainable
- Ensure that Mintek complies with all relevant laws, regulations and codes of best business practice
- Exercise control generally over the performance of its functions, the exercise of its powers and the execution of its duties
- Review policies and other relevant documents prior to board and committee meetings
- Serve as chairperson for technical committee and to take on other adhoc special assignments
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual reports and financial statements

Researcher at Research Directorate Office (Temporary)
August 2016 – November 2017
Vaal University of Technology (VUT) – Vanderbijlpark, Gauteng, South Africa
Responsibilities:
- Research Development Grant (RDG) planning and budgeting
- Reporting to DHET on RDG plans and annual reports in accordance with their requirements
- Analysis of VUT staff capacity development initiatives to align with DHET development plans
- Perform several ad-hoc analysis for Research Directorate office
Council Member
Reporting to minister of DHET
February 2017 – March 2018 (ONLY quarterly meetings)
TVET, Flavius Mareka College – Sasolburg, Gauteng, South Africa
Responsibilities:
- Ensuring that college is well governed and rules are adhered to
- Establish the council committees and determines the composition and functions of each committee
- In consultation with academic board, determine student admission policy, the language policy, tuition fees, accommodation fees and any other fees payable by students
- Determines conditions of service, code of conduct and privileges and functions of its employees
- Approves the annual budget of the college

Strategy Business Analyst
August 2012 – January 2015 (Retrenched)
Sasol International Energy - Roodebank, Gauteng, South Africa
Responsibilities:
- Pro-actively prepare and communicate business intelligence analysis to our stakeholders (e.g. EXCO members and senior managers)
- Continuously monitor and track key industry changes that have impact on Sasol’s GTL growth drivers (i.e. gas and oil price, emerging and competing technologies, catalyst competitors, GTL competitors, markets etc.)
- Prepare intelligence analysis reports such as: STEPP reports, SWOT analysis, country analysis or company of interest to better understand the impacts and implications
- Prepare and formulate International Energy strategy to align with Sasol Group Strategy
- Contributing towards board documents

Senior Scientist
July 2008-August 2012
Sasol Technology, R&D – Sasolburg, Free State, South Africa
Responsibilities:
- Researched catalyst development for conversion of gas to liquid (GTL), producing products such as wax, paraffin, petrol and other products
- Studied poison effect on cobalt-based Fischer Tropsch (FT) reactions
- Tested in-house cobalt catalysts on micro-reactors for FT activity and stability
- Assisted in Strategy group to ensure performance in accordance to Balanced Scorecard management system
Senior Researcher
February 2007 – June 2008
CSIR, Nanotechnology division – Pretoria, Gauteng, South Africa

Responsibilities:
- Preparation of modified polymers on carbon nanotubes with the aim of preparing biodegradable polymers.
- Operation of different techniques for analysis of the prepared samples.
- Worked at Poland as an exchange post-doctoral fellow.
- Researched on preparation and characterisation of gold nanoparticles modified with peptides in an attempt to form conducting nanofibers.

Part-Time Lecturer
February 2005 – November 2006
1st year Chemistry Lecturer – Doornfontein, Gauteng, South Africa

Responsibilities:
- Preparing lecturers for 1st year students and laboratory experiments
- Setting up test and examination papers

Education and Qualification

Doctorate (PhD) – Chemistry, March 2007
University of Witwatersrand – Johannesburg, Gauteng, South Africa

Masters in Chemistry (M.Sc.), June 2003
University of the Western Cape (UWC) – Bellville, Western Cape, South Africa

B.Sc. Honours Chemistry, November 2000
University of Limpopo – Polokwane, Limpopo, South Africa

Fundamental Management Programme, June 2012
UNISA – Pretoria, Gauteng, South Africa

Entrepreneurship, June 2014
UNISA – Pretoria, Gauteng, South Africa

Interests

Leadership, Research, Teaching, Mentoring, Coaching, Analysis, Motivational Programs and Community Projects
References

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2.

3.
BCom.CAIB(SA).MBL.PCC
Managing Member
Nirvana Consulting Close Corporation
BUSINESS TURNDOWN AND HUMAN CAPITAL SUPPORT
BUSINESS ACHIEVEMENTS
Rosebank Catholic Church (Pilot) - Turnaround strategy
Honey Comb Sweets (Pty) Ltd - Turnaround strategy and implementation through the UNDP
GALXOC (Alexandra) - Sustainable socio-economic township development
Small Enterprise Development Agency SOC Ltd - Multimillion rand structured financing
Executive Development - Business coaching across different industries
Nedbank Ltd - Strategic planning, transformation and human capital
Standard Bank Ltd - Business development including Africa expansion

Strategy formulation
Human capital and cultural transition
Governance systems and controls
Operational Implementation
PURPOSE
To serve as an ethical and value creating member of the CEF (SOC) Ltd contributing my skill, expertise and capabilities in meeting the Board’s mandate in achieving its strategic objectives. In so doing, contribute in building and sustaining the organisation’s relationship with key stakeholders.

MOTIVATION
enjoys working within a challenging environment where he thrives in assisting organisations start new journeys, improve business performance, implement organisational change etc. He is able to do so by scanning the broad environmental landscape, understanding the market conditions, assessing the organisational position by exploring possibilities, mitigating risks and developing the roadmap to new territory. He also appreciates that execution and implementation cannot take place without people and hence his focus on people development and networks.

His extensive executive experience across a wide range of functional roles allow him to integrate his various skills to influence others in creating new pathways.

Some of personality attributes include: effective business strategy development and execution for the initiation and development of strategic opportunities based on global market requirements. His bias towards detailed planning mitigates risk and ensures good governance. His confident and professional profile enables him to thrive in different cultures. The willingness to learn and explore new environments and try new things has been further developed through his own personal growth and development. His strong business focus and people management skills allow him to achieve greater success in getting things done. He is a skilled facilitator given his exposure of understanding people dynamics and working with relationships in a collaborative manner.

strong orientation toward operational and process delivery allows him to convert strategic intent into practical and implementable solutions - balancing floor capabilities. His exposure in a project environment enables him to focus on execution, based on realistic timelines, deliverables,
contingencies and resource allocation. His ability to convert academic information into workable and practical solutions, looking at flexible and alternative possibilities work in his favour.

Another personality trait is his strong and sound business knowledge in the management of financial performance. He is bottom line driven based on “end to end” processes including environmental and regulatory impact. He is able to leverage human capital through his transformational leadership style and learning agility giving attention to people development. Self-motivation is ingrained. He has good leadership skills and is a committed and passionate team player.

[TEXT CUT] currently lead consultant in a pilot change initiative for the Catholic Church having lead the management team of a sweet manufacturing company in a business turnaround strategy to facilitate an empowerment transaction through a United Nations initiative. This encompasses returning the business from loss making, looking at new distribution markets including Sub Saharan Africa and becoming accredited to international standards to compete in new supply chains. He worked extensively with the management team shifting the business from family owned to becoming institutionalised. His coaching expertise provided the backbone to support the cultural and organisational change which was demanding and challenging.

[TEXT CUT] has also worked with the Alexandra business chamber, in the development of a major investment fund for the upliftment of the people of Alexandra township. His tenure at a government funding agency for small business to merge two agencies gave him exposure to the need for black business growth in South Africa. During this time, he worked extensively with national and provincial governments in establishing private-public partnerships creating financing opportunities in the growth and development of small and medium sized black businesses in specific priority markets.

[TEXT CUT] also spent several years in the area of human capital development. His exposure in this field entailed focusing on cultural and organisational change in a large financial institution where he led a team merging several major businesses into one. During the same period, he also changed the institution’s approach to human capital from a centralised to a decentralised model. The experience in the human capital function was humbling and challenging but provided great learning in understanding human behaviour and relationships. This resulted in him embarking on a professional coaching qualification and began working with executives and senior managers in linking the world of business and their personal development. It’s a journey that continues in the current exciting, demanding and complex world of work.

As a banker by profession, [TEXT CUT] spent twenty years in the banking sector with several years in senior executive roles. Some of the roles included repositioning the mass market which achieved recognition internationally including the World Bank; playing a key role in facilitating and implementing a technology driven behavioural scoring micro-lending joint venture – a first in the banking Industry; creating automated loan products through the ATM network and expanding retail banking into Africa.

[TEXT CUT] qualification include a Master’s degree and he has attended senior and executive international management development programmes including participating in the United Nations Supplier Development Programme where he is part of a small group of certified consultants.

[TEXT CUT] board and advisory experience stands him in good stead in understanding the strategic relationship between management and the board. His knowledge of the legislative environment as well as good governance protocols assists him in fulfilling his fiduciary duties and striving to ensure that the organisation meets its economic, social and environmental obligations.

While he does not have experience or exposure in some areas called for in the specification, his leadership maturity, management skill, work ethic and willingness to learn will allow him to get up to speed in a short period before making a meaningful contribution in the role.
12 September 2020

EMAIL ADDRESS: [Redacted]
PHYSICAL ADDRESS: [Redacted]
POSTAL ADDRESS: [Redacted]

PURPOSE: APPLICATION FOR CEF NON-EXECUTIVE DIRECTOR

This application is a response to your advert which was flighted in the newspaper, for which I am expressing my interest. I am interested in being a non-executive director at the Central Energy Fund SOC, and submit a summary of qualifications, motivation and experience below with the details requested as per attached documents.

Education

I have attached a comprehensive CV which highlights my qualifications and professional experience which are relevant for this position. Specifically, I am a qualified electrical engineer with vast experience in the energy sector with emphasis in the electricity industry. I also have a business qualification and certificates from Wits Business School and Harvard Business School.

I have also attended the IOD’s Governance Course, which has strengthened my appreciation of corporate governance in general. I have attached certificates of attendance to accompany this application.

I have also included my certified ID and certificates, as per your request in the advert.

Motivation and Experience

As highlighted in my resume, I am well qualified to serve on the board and have the requisite experience having served on other boards as well. I have had the privilege of being a non-executive director at the CSIR, and also chairing their Audit Committee. I have also served as a non-executive board member at Eskom Rotek Industries SOC (ERI), Energy Access Partnership (EAP), South African National Energy Association (SANEA) and Lesedi Local Municipality’s Audit Committee.
CURRICULUM

VITAE

-
EDUCATIONAL BACKGROUND

[1975 - 1976]

SUBJECTS PASSED:
- Northern Sotho (HG)
- Afrikaans 2nd Language (HG)
- English 2nd Language (HG)
- Mathematics (HG)
- Physical Science (HG)
- Biology (HG)
- Afrikaans Monolingual, and English Oral

TERTIARY EDUCATION:
- BA
  (University of South Africa)
  [1983 - 1994]
  - BA (Hons)
    (Rand Afrikaans University)
    [1995 - 1996]
  - MA. (Rand Afrikaans University)
    [1997 - 2001]
  - Certificate in Management (CM)
    (Stage 1 of MBA)
    (Buckinghamshire Chilterns University College - UK)
    [1998]
  - Post Graduate Diploma in Management Studies (PGDM)
    (Stage 2 of MBA)
    (Buckinghamshire Chilterns University College - UK)
    [2000]
  - MBA
    (Buckinghamshire Chilterns University College - UK)
    [2003]
PERSONAL INFORMATION

SURNAME

FIRST NAMES

DATE OF BIRTH

MARITAL STATUS

DEPENDANTS

NATIONALITY : SOUTH AFRICAN

RESIDENTIAL ADDRESS

POSTAL ADDRESS

CONTACT NO.

E-MAIL ADDRESS

HOME LANGUAGE : NORTHERN SOTHO

OTHER LANGUAGES : Setswana, Sesotho, English and Afrikaans

LANGUAGES FAIRLY UNDERSTOOD : isiZulu, isiXhosa, Swati, isiNdebele, isiTsonga and Tshivenda

DRIVERS LICENCE
help support and accelerate the development of Black engineers in Sizil. This was done to complement South African recruits and creates an environment for them to learn from expatriates and have the know-how to implement wind projects on their own in future.

truly values people and appreciates the benefits received through teams that demonstrate thought and skill diversity.

is cognitively superior with exceptionally well-developed communication skills. He presents himself well and inspires confidence. He can hold his own in press conferences and community confrontations regarding non-delivery of services to impoverished communities. He has also being the leader for management regarding labour issues.

He certainly has a good understanding of the energy sector, specifically related to electricity coupled with good overall connections in the energy industry.

Some of his other accomplishments / recognitions / awards are:

- Voted as “The Ultimate Bright Spark for 1992” from and by the 1992 Eskom graduates.
- Voted as the most participating student during the Global Utility Management Programme, Samford Business Utilities.
- Selected onto the Commonwealth Top Management Programme run by the National University of Singapore 20 to 31 January 1997.
- Selected as a High Performer in the Distribution Group at Eskom.

(nominated for the 2013 best male leader on transformation)

Personal Background:

grew up in the Veto Triangle, south of Johannesburg. His role models were:

- , Chief Operating Officer of MTN
- (a cousin), ZimCapital
- Virgin Group
- 

He chose his career path because he liked electrical appliances. He opted to do a degree in order to be able to "fix and not break things". His education means a lot to him because he did not have to
pay back the people who paid for his education. He is glad that so many people call him to commend him on his achievements and see him as a role model.

His outside interests are that he likes to preach peace to people close to him. He also likes to tell people about global warming. A lot of people invite him to give talks to their employees, customers, children and friends on various topics. He runs various golf days including those which raise funds for charities. Soccer is, however, his favourite sport. He is also helping his brother, a priest, to raise funds to build a Christian church. He likes reading books on leadership, management, finance and business. He likes reading books which encourage him to think innovatively.

Attributes:

Silas regards himself as:

- Energetic
- Walk-the-talk
- Resilient
- Intelligent
- Detail oriented
- Warm
- Outgoing
- A self-starter
- Customer centric
- Persuasive
- A communicator
- Enthusiastic
- Relaxed
- Open
- Status conscious
- Tough
- Creative
- Controlling
- Honest
• Professional
• Direct
• A quick learner
• Spontaneous

He experiences stress when customers are not helped or when staff ill-treat customers. He regards his strengths as those items listed above, as well as his technical competencies. He also thinks he is good at building relationships at work and outside work.

He feels he has built a strong “pillar” in both the public and the private sectors. He intends to help politicians create sustainable jobs and prevent global warming.

Management style:

He regards his management style as approachable, being a good listener, supporting innovation, looking after assets which “create revenue and look after employees well-being”. The feedback he receives is that people are shocked at the intelligent level of his leadership at his age.

He is assertive and confident, ambitious, likes logical things and technical solutions. He thinks his critical faculty, lateral thinking, risk aversion and vision are strong. His work philosophy is to be participative and to treat others as you would like them to treat you. His special work interest is to ensure the customer satisfaction index is always positive. His career objectives are to be part of a recognised company as a shareholder or leader.

Achievements:

His achievements are that he has achieved most Board and shareholder deliverables and to have built a strong and resilient workforce with potential for further development.

Summary:

He believes nothing is impossible. He believes that happy customers will pay proactively, and Silas tries to persuade people to make a positive difference to the needy.
DEPUTY CHIEF EXECUTIVE OFFICER: CORPORATE SERVICES
2009

Duties

- Management of the finance and procurement division; human resource management; information technology and project management office.
- Financial and budgeting administration. This included ensuring the Annual Financial Statements of the department are compiled and released on the prescribed dates.
- Oversee the implementation of both the IT and Human Resource strategies of the organisation.
- Performance monitoring and evaluation unit within the Project Management Office, I oversee the putting together of the performance indicators and the monitoring of the implementation. We compile the consolidated quarterly reports of both performance and the quarterly financial projections.


DUTIES

- Managing the financial administration and Budget office. Also responsible for the overseeing the compilation of the Annual financial statement of the department and the Budget submissions to National Treasury
- Managing the supply chain division and serving as the chairperson of the Adjudication Committee.
- Advice management on a monthly basis the expenditure trends and provide financial and procurement support to the line managers.
- Overall managing of the Chief Directorate comprising of approximately 80 officials with a budget of R4m.

1999 – 2000 Director: Finance GCIS

DUTIES:

- Management of financial administration and budgeting division of the department and acting as the Chief Financial Officer;

July 2019
• Management of the procurement administration and the auxiliary services of the department (Cleaning, security, property and transport divisions)

1997 – 1999 Deputy Directors: Administration:

GAUTENG PROVINCIAL GOVERNMENT

DUTIES
• Overall supervisor of financial, transport and personnel divisions of the Premier’s Office
• Ensuring the administrative and logistical support to the Premier’s office is provided

1996 – 1997 Project Officer: Communication (Assistant Director)

Gauteng Provincial Government

DUTIES:
• Responsible for interacting with the members of the public on queries directed to the Premier.
• Establishing working relation with community based media structures;
• Facilitate the procurement of the needs of the Communication Directorate

1993 – 1994 (April) Administrator: Department of Information and Publicity

AFRICAN NATIONAL CONGRESS (ANC) HQ

DUTIES
• Providing administrative support to the department;
• Assisted with administrative media support during the 1994 election period

1992: Studying full time

1991 Administrator: Organising Department

AFRICAN NATIONAL CONGRESS (ANC) HEAD OFFICE

DUTIES:
• Co-ordinating the interaction between Head Office with the regional offices.
• Arranging meeting and receiving reports from the Regional Offices

Have been in exile and working for the African National Congress in Angola, Mozambique and Swaziland until my arrest when I came into the country in 1989. Was released after the unbanning of the African National Congress in 1991.

1. [Name] (Former boss)
   Contact:

2. [Name] (former Colleague)
   Deputy CEO: Stakeholder engagement GCIS
   Contact:
   Email:
Senior Certificate (Std 10)
Senior Sertifikaat (St. 10)

(National Senior Certificate Examination)
(Nationale Senior Sertifikaatskraam)

AWARDED TO
BEKIRED NA:

[Designated Names and Details]

FIRST NAME:

SECOND NAME:

BIRTH DATE:

PLACE OF BIRTH:

DATE OF ISSUE:

AUTHORITY:

[Official Seal]

REPUBLIC OF SOUTH AFRICA

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University of South Africa

We certify that

having complied with the requirements of the Act and Statute, was admitted to the degree of

**Bachelor of Administration**

at a congregation of the University on 4 May 1998

Vice-Chancellor

Dean
We certify that

having complied with the requirements of the Higher Education Act

and the Institutional Statute, was admitted to the degree of

MASTER OF PUBLIC ADMINISTRATION

at a congregation of the University

on 3 October 2006
SECURITY CLEARANCE CERTIFICATE

THIS IS TO CERTIFY THAT
SECURITY CLEARANCE NO.

TO THE LEVEL OF
TOP SECRET
HAS BEEN ISSUED TO

ID:

DIRECTOR-GENERAL

DATE

EXPIRY DATE: 2023-03-31

CONFIDENTIAL 0044112
INNOVATIVE IDEAS TRAINING ACADEMY
"BUSINESS SUCCESS THROUGH CUSTOMER SATISFACTION, THAT'S WHAT WE KNOW"

THIS IS TO CERTIFY THAT

HAS BEEN AWARDED A CERTIFICATE

For Successfully Completing the

Strategies for PR and Communications

Master Class

FACILITATOR

SOUTH AFRICAN POLICE SERVICE
CLIENT SERVICE CENTRE

2019 -07- 13

CLEVELAND

LECTURER SIGNATURE

ISSUED ON THIS 29TH DAY OF JUNE 2012
1981 - 1984
GCSE, Solomon Freedom College in Tanzania

Subjects passed
Accountancy, Mathematics, English, History, Geography, Development of the World, History of the struggles

1967 - 1979
Did my schooling in King William's Town and Butterworth. Details available on request

WORKING EXPERIENCE

June 2016 to date
Deputy Director General: Empowerment and Stakeholder Management
Department of Military Veterans

Responsibilities
Provincial Offices and Stakeholder Relations
Empowerment and Skills Development
Heritage, Memorials, Burial and Honours

June 2014 to May 2016
Senior Manager: Office of the Deputy Speaker
Eastern Cape Provincial Legislature

Responsibilities
Manage the Office of the Deputy Speaker,
Ensure compliance with all policies and
Procedures in the Office of the Deputy Speaker,
Develop and maintain good image of the Office
Of the Deputy Speaker,
Ensure effective and efficient management of the
Office of the Deputy Speaker.

September 2011 – Sept 2012
Acting General Manager: District Development & Implementation

Responsibilities
Coordinate District Management & Development,
Oversee the Implementation of Service Delivery
And District Coordination and the Area Managers,
Ensure Implementation of Ballo Pele, Develop
Partnerships and Manage Interdepartmental
Relations, Provide Strategic direction and
Leadership to the District Managers, Ensure
Monitoring and Evaluation of Departmental
Projects and Programmes at District level,
Interpretation of Legislation relevant to the
Districts, Ensure Implementation of an Integrated
Service Delivery Model in all District Offices of
Social Development & Special Programmes
November 2010 – Aug 2011  Senior Manager Office of Head of Department
Department of Social Development & Special
Programmes

Responsibilities
Manage and Implement Monitoring System which
Track Progress and Impact of the Department,
Ensure Departmental Strategic, Annual and
Operational Plans are aligned to the Provincial
Growth an Development Programme of Action,
Coordinate Departmental Reports on behalf of the
Head of Department, Monitor Provincial Policies
And the Legislative Framework relating to the
Department of Social Development & Special
Programmes, Monitor, Promote and coordinate
The Implementation of Departmental Service
Delivery Plans. Ensure the Promotion of
Cooperative Governance with National and
Provincial Government, Manage the of the Head Of Department, Manage and Supervise Staff in
Office of Head of Department,

May 2009 – Nov 2010  Head: Office of the MEC
Department of Social Development

2007 -2009
Convivium
Senior Associate

2002 – 2007
General Manager: Strategic Support

Buffalo City Municipality

Responsibilities
Public Participation
Special Programmes Inclusive of Gender, Youth,
People with Disability, HIV/AIDS & Older People
Council Support

1999 – 2002
Independent Development Trust (IDT) –
Programme Implementation Manager (PIM)

Responsibilities
Programme planning
Receive programme and draw action and
Scheduling plans.
Coordinate all relevant stakeholders
Identify service providers
Draft service provider’s terms of reference
And Contracts for validation by the legal
Department.
Enter into agreement with service providers.

Manages relations
To consolidate the social and technical outputs.
Social: community, active social groups, Churches, association etc.
Technical: contractors, service providers, Engineers etc.

Programme Implementation
Coordinate activities of the community, service providers and other stakeholders.
Align programme with time requirements.

Monitors and reports on programme progress
Coordinate and manage each process
Compile reports on status, financial controls and possible problem areas.
Actively identify possible risks.
Manage risks.

1998 – 1999
IDT – Seconded as Programme Coordinator in the Transformation Programme Office.

Responsibilities

Project leader for Transformation Communication Project (only member)
To make sure that staff is kept up breast about developments during transformation process. To communicate issues that involve staff, on time and accurately. To respond to queries and questions raised by staff in a sensitive and honest manner without compromising the organization.

Project Leader for Transformation measurement tool (only member)
To monitor Transformation progress against set milestones. To monitor whether transformation is within budget without compromising quality. To monitor overall transformation projects whether they are on schedule and within budget. To indicate to all project leaders without alarming the critical path.

To ensure overall coordination of the Transformation. To attend and make presentations in Executive Committee Meetings. To prepare presentation for the Board of Directors. To visit provinces to solicit buy in from staff. To inform strategic partners and government on developments such as changed core business and mission statement. To network with other development agents in verifying our development
niche in the development arena.

1997 – 1998

IDT – Provincial Programme Coordinator EC

Responsibilities

Analyse Provincial Develop Needs. To generate and analyse information on provincial poverty impact, social demographics, economic development indicators. Indicate via scientific analysis areas in the province that require development intervention and the appropriate kind and order.

Identify Provincial Development Initiatives / Interventions. To study provincial government development initiatives and counterpose such to IDT and private sector Interventions Develop in Consultation with Programme Managers, Provincial government departments and private sector appropriate development initiatives / interventions for the province.

Implementation of Development Initiatives Interventions. To ensure that facilitation teams are aware of development programme objectives / mission and corresponding criteria. Assist Programme Managers in Programme Implementation in the province.

Monitor and Evaluate Development Initiative Intervention. Monitor and evaluate whether development initiatives / Intervention have met objective / mission and criteria and submit reports in this regard.

Liaison with Research institutions, Private Sector and Provincial Government Departments. Source information of Provincial poverty impact, social demographics and economic indicators from reputable research institutions. Liaises with private sector, government delivery departments on provincial development needs and required initiatives / Intervention administration. Generate reports as required in an agreed format.

1997 September

IDT Community Facilitator

Responsibilities

Facilitation, Consult broadly at local / District level with communities to:

• Establish their development needs
• Priorities development needs at general meetings.
• Ensure community involvement and commitment to guarantee sustainability of projects.
• Facilitate the establishment of community structures via consultation with all stakeholders in a community.
• Assist community development committee to open bank accounts for projects and develop and adopt a constitution for the committee.
• Ensure community participation in the identification, approval and appointment of technical support for projects (principal agent, technical consultants, project manager etc).

Monitoring and Evaluation. Monitor and evaluate the environmental, social, health, and economic impact of projects / programmes.

Communication. Facilitate contact between community development committee and municipality, tribal authorities, funders, NGO’s civics and government officials. Facilitate workshops at the community levels.

Training / capacity building. Ensure community participation in the identification, approval, and appointment of training institutions and implementation of training on such areas as bookkeeping, budgeting. Conduct workshops to clarify role and responsibility of office bearers. Monitor the quality of training provided by the training institution.

Administration. Maintain up to date project files on each project. Ensure that copies of project minutes are kept on project files. Develop a monthly action plan on project facilitation. Attend monthly meetings convened to report on project progress.

1997 August
Qualified as a member of the Estate Agent Board

1996 January
Joined Pam Golding Properties (King William’s Town branch as an Estate Agent.
1995 September to December  
Research for Trust for Christian Outreach and Education (TCOE) on local government.

1995 November  
Presiding Office – Local Government Elections

1992 – 1995  
Resident Tutor – University of East Anglia United Kingdom

1991  
Summer holidays worked part-time for the University of Transkei's Bureau of Development, Research and Training. Worked with Carl Keyter. My work mainly involved the evaluation of households for the distribution of funds for sustainability projects.

1986 – 1990  
Worked as an Administrator in the South African Congress of Trade Unions (SACTU) London office, in the treasury department. Worked with Archie Sibeko. My work included fund raising, bookkeeping, addressing meetings and doing administrative work.

1986 – 1989  
Worked in Angola for the ANC as a Commander of the women's group.

1980  
Got involved with the ANC as a pupil and had to leave South Africa for political reasons.

INTERESTS  
I would like to contribute towards elevating the status of disadvantaged communities both economically and socially. I am also equipped to deal with trade related negotiations. I enjoy organizing people and instilling hope by working directly with consulting people to draw up realistic policies and practices given limited resources.
REFERENCES:

General Manager

Managing Director - Consulting

General Manager – Health Services
INTERNATIONAL CONFERENCES ATTENDED

2017 United Nations Commission on the Status of Women, March, New York, United States;
2008 World Urban Forum, 3-6 November, Nanjing, China;
2008 United Nations Population and Development, United Nations, April, New York, United States;
2008 United Nations Housing and Urban Development (UN Habitat), November, Nairobi, Kenya;
2008 Business Cycle Development, Financial Fragility, Housing and Commodity Prices, 21-23 November, Barcelona, Spain;
2007 Intelligence Analysis in the Asia-Pacific Conference: Intelligence Culture and Practice, 17-18 September, University of Adelaide, Australia;
2006 Africa Beyond Aid, conference organized by the Brenthurst Foundation and the Konrad-Adenauer Stiftung, 3-4 April, Potsdam, Germany;
2005 World Trade Organisation, Ministerial Conference, 13-18 December, Hong Kong, China.

REFERENCES

1. [Executive Director: Mapungubwe Institute for Strategic Reflection]
2. [Special Advisor: Minister of Mineral Resources & Energy]
3. [South Africa’s Ambassador to The Hague]
ACADEMIC ACHIEVEMENTS
- Pass Credit Management Course with Distinction (2014)
- Certificate of Merit – Top 10 first years in Wewelsch Fall – UFS
- Distinction in Business Economics – Grade 12 – Inanda Seminary (KZN)

LEADERSHIP ROLES
- Provincial Coordinator for Professionals, Academics, Business and Suburbia.
- Various leadership roles in the communities in which I have resided.
- Board member of New Life Shelter (NPO looking after abused girl children based in Lombardy East).
- Member of the Best Audit Team – Investec Limited – Ernst & Young 2000 – 2007.
- Member of Student Transformation Forum - UFS
- House Committee Member – Academics Portfolio - UFS

EMPLOYMENT HISTORY

Company: Denel SOC LTD
Position: Independent Non-Executive Director
Chairperson of the Risk Management Committee
Member of the Audit Committee
Member of the Investment Committee
Period: May 2018 – Present
Responsibilities:

Oversight Responsibility with focus on:
- Rebuilding and strengthening governance.
- Rooting out corruption.
- Restoring Denel SOC LTD’s financial position and
- Ensuring that Denel fulfills its economic and developmental mandates.

Company: Gauteng Department of Health
Position: Chief Financial Officer
Budget: [Redacted]
Period: [Redacted]
Responsibilities:

Strategy
- Drive the turn-around of the Gauteng Department of Health.
- Drive Transformation of procurement and supply chain management

Responsible for Budgeting for the Department.
Responsible for Risk Management and internal controls.
Responsible for Financial Reporting.
Responsible for Stakeholder Management

Company: South Ocean Holdings Limited – JSE Listed
Position: Group Chief Financial Officer
Budget: R2.0 billion
Period: August 2016 – January 2018
OTHER NOTABLE EXPERIENCE:

- Transnet Ltd (Internal Audit division) — outsourced by Ernst & Young Inc. for 2 months (October – November 2008). Performed internal audit procedures.

- Land Bank — outsourced by Ernst & Young Inc. from January 2010 to June 2011: Assisted the Compliance & Administration Manager with the following:
  - Reviewed and processed journals.
  - Performed month-end procedures.
  - Reviewed human resources transactions and reconciliations.


COMPUTER LITERACY

Caseware
AlignAlytics (on-the-job training – Endo – Litha’s American parent company)
TeamMate (on-the-job training – Endo – Litha’s American parent company)
Navision (on-the-job training – Litha healthcare Group)
SAP (on-the-job training, Land Bank)
Internet and e-mail (Microsoft Outlook, Lotus Notes)
EY audit software – EY/AWS, GAMLx

REFERENCES
- Ensuring that Annual Financial Statements are in accordance with the latest statements of International Financial Reporting Standards (IFRS)
- Evaluating accounting systems to determine their efficiency and effectiveness
- Ensuring delivery of high-quality Annual Financial Statements through detailed review for accuracy and disclosure

**Company:** Ernst & Young Inc.

**Position:** Trainee Accountant

**Period:** January 2005 – December 2007

**Responsibilities:**

* 2007 – planning and execution of audit strategy for various engagements at supervisory level including:
  - Assessing risks at overall entity level as well as at account level
  - Performing substantive procedures
  - Performing tests of controls
  - Wrapping-up of audits
  - Drafting audit reports and other reports on audit findings
  - Conducting research on clients in order to obtain an understanding of the client and its environment

* 2006 – execution of audit strategy for various engagements at assistant level

* 2005 – execution of audit strategy for various engagements at senior level

**Client portfolio – Ernst & Young:** Post Articles

* **Client Name**
  - Land Bank
  - Standard Bank
  - Transnet Metal Industries Benefit Fund (MIBFA)
  - Edcon Pension Fund
  - Mr Price Executive Pension Fund
  - Various Pension Funds administered by Liberty
  - Various Retirement Funds administered by Metropolitan
  - Werkmans Staff Provident Fund
  - Various Funds administered by Alexander Forbes

**Client portfolio – As a Trainee Accountant:**

* **Client Name**
  - Sanlam Sky (Long term)
  - Investec Property Group (Long term)
  - Safirican Insurance Company
  - Channel Life
  - Transnet – Internal Audit
  - Scania South Africa
Company: Land Bank Land and Agricultural Development Bank of South Africa
Position: Project Accountant
Period: June 2011 – April 2014
Responsibilities:
- Recalculation of interest claims
- Perform quality checks on recalculation done
- Compile Monthly Management Accounts
- Ensure that branches have the recalculated memos timeously to relay the results to the clients.
- Perform administrative duties for the project team.

Company: Ernst & Young Inc.
Position: Client Service Executive/Assistant Manager
Period: Jan 2008 – June 2011
Responsibilities:

* Project management of audit assignments in an Assistant Manager Capacity involving:

**People Management:**
- On-the-job coaching, mentoring and transfer of skills to junior staff members.
- Planning human resources for audit engagements.
- Managing teams compromising of first, second and third year trainee accountants.
- Performing engagement reviews and performance assessments for the team members including identifying development needs.
- Developing and maintaining relations with existing clients.

**Administrative Function:**
- Preparation of budgets and compilation of budget reports.
- Consistent monitoring of the budget set for the audit engagement and reporting to Directors.
- Completing audit reports for dissemination to management and ensuring proper follow up of outstanding items and recommendations.
- Communicating results of audits through written reports and oral presentations to management.
- Reviewing tax returns, provisional and annual returns and handle SARS queries.

**Audit Function:**
- Understanding of the client’s environment and designing audit strategy appropriate to address the identified risks.
- Review of Annual Financial Statements (AFS).
Company: Endo International PLC/Litha Healthcare Group
Position: (Senior Manager) Finance / Head of Internal Auditor
Period: May 2014 – July 2016
Responsibilities:

- Reporting to the Director of Internal Audit – Endo Pharmaceuticals (USA).
- Previously reported to the Audit Committee when Litha was listed on the JSE.
- Prepare and perform SOX compliance audit across the group.
- Prepare quarterly Internal Audit and risk reports for the Audit Committee meetings.
- Attend Audit Committee meetings.
- Develop and implement Internal Audit plans so that an effective and efficient audit process exist within the company.
- Develop and implement policies and procedures for effective functioning of the Internal Audit function.
- Ensuring that the functions of the Internal Audit are aligned to the requirements of business.
- Set up and manage activities of the Internal Audit department.
- Preparing the audit reports and liaise with all divisions and Senior Management on audit findings.
- Provide assistance, advice and guidance to all divisions and management with regards to the implementation and maintenance of adequate controls.
- Coordination of integrated reporting initiatives in the Group.
- Participating in month/quarter and year end closing reporting.
- Assisting in the preparation of quarterly reporting packages.
- Assisting in the preparation and coordination of the annual budgeting processes.

Company: Land and Agricultural Development Bank of South Africa
Position: Acting Senior Financial Accountant
Period: June 2011 – April 2014
Responsibilities:

- Ensure all transactions comply with International Financial Reporting Standard (IFRS)
- Assist with annual budgeting process
- Authorisation of EFT payments
- Prepare cash flow forecast and projections on monthly and quarterly basis for National Treasury reporting purposes
- Liaison with external and internal auditor
- Preparation of the Annual Financial Statements
- Ensure adherence to financial processes, procedures and policies
- Member of the Bank’s Retail Credit Committee
- Month End Procedures:
- Approval of journals
- Train the Finance Unit and other staff on raising awareness and knowledge of financial management matters.
- Oversee the production of monthly reports, as well as financial statements and cash flow projections for use by Executive management, as well as the Audit and Risk Management Committee and Board of Directors.
- Assist in the design, implementation, and timely calculations of wage incentives, commissions, and salaries for the staff.
- Oversee Accounts Payable and Accounts Receivable.
- Ensure a disaster recovery plan is in place.
- Responsible for drafting annual financial statements complying to IFRS to be audited.
- Review and assist with the Integrated Annual report.

**Treasury**
- Organising and structuring of key finance investments to generate competitive advantage.
- Monitor cash balances and cash forecasts.
- Ensure that adequate cash flow is available for business activities.

**Budget**
- Prepare annual budgets for the Group and present to the Board of Directors for their approval.
- Analysis together with the CEO and the MD’s of the subsidiaries, the budgets of the individual companies, to ensure that they are in-line with market trends and growth together with the company strategies and visions.
- To ensure that reforecasts are done on a quarterly basis together with the CEO and the MD’s of the subsidiaries, to ensure that they are in-line with market trends and growth together with the company strategies and visions.
- To ensure that expenditures of the Company are within the authorized annual budget of the Company.
- Maintain good relations with third parties, i.e. Banks, JSE sponsors etc...
- Develop, implement and oversee the strategy to ensure adequate transformation of the Company in line with BEE regulations and Employment Equity Act.
- Maintain a good working relationship with internal and external audit firms.
- Ensure the integrity of all public disclosures by the Company.
Responsibilities:

- Reporting to the Board of Directors and Group Chief Executive Officer.

Strategy

- Assist in formulating the company's future direction and supporting tactical initiatives.
- Assist in performing all tasks necessary to achieve the organization's mission and help execute staff succession and growth plans.
- Work with the CEO on the strategic vision including fostering and cultivating stakeholder relationships.
- Assist the CEO in identifying new funding opportunities.
- Assess the benefits of all prospective contracts and advise the Executive Team on programmatic design and implementation matters.
- Manage the capital request and budgeting process.

Operations

- Participate in key decisions as a member of the executive management team.
- Maintain in-depth relations with all members of the management team.
- Manage the accounting, human resources, investor relations, legal, tax and treasury departments.
- Oversee the financial operations of the subsidiary companies.
- Implement operations best practices.
- Assisting in the development and negotiation of contracts.

Risk Management

- Ensure that a proper Risk Management Policy is in place.
- Ensure that proper Risk registers are maintained.
- Understand and mitigate key elements of the Company's and Group's risk profile.
- Maintain relations with internal and external auditors and investigate their findings and recommendations.
- Develop and maintain systems of internal controls to safeguard financial assets of the organization.

Finance Management

- Oversee the management and co-ordination of all fiscal reporting activities for the organization including: organizational revenue/expense and balance sheet reports, reports to.
- Reports to funding agencies, development and monitoring of organizational and contract/grant budgets.
- Ensure that proper procedures are in place to control authorisation of all purchases.
- Ensure proper control procedures for appointment and payment of staff are in place.
CURRICULUM VITAE

PERSONAL INFORMATION
Identity number: [redacted]
Date of birth: [redacted]
Citizenship: South African
Marital status: Married
Dependents: One
Languages: English, Sesotho, IsiXhosa & IsiZulu
Health: Good
Driver's licence: [redacted]
Email address: [redacted]
Gender & Race: Female – African.

EDUCATION/QUALIFICATIONS
Professional Designation: Chartered Accountant (South Africa) (CA (SA))
Public Practice Examination: Independent Regulatory Board of Auditors (IRBA)
Auditing Specialist Course: Joint course by UCT & UJ
Credit Management Certificate p3: Institute of Credit Management (with distinction)
Part 1 Qualifying Exams (QE1): South African Institute of Chartered Accountants (SAICA)
Post Graduate Diploma in Accounting Sciences: University of South Africa
Diploma in General Management: Natal Technikon (1998 – Successfully Completed first year)
National Certificate

This is to certify that

[Redacted]

I.D. No.: [Redacted]

Has successfully achieved competence against the following SAQA registered qualification

NATIONAL CERTIFICATE: RADIO STATION MANAGEMENT

NQF Level 5
(NLRD No. 49122)

In terms of section 9 (1)(f) of the ETQA Regulations No. 1127 of 1998 under the SAQA Act No. 58 of 1995, effective 1998

[Signature]

15/05/2017
Date of Issue

Commissioner of Skills (Comp Sci)
Compliance Area Manager - Comp Sci and Technology
HOTEL AND LIFESTYLE SERVICES AND MANUFACTURING

[Redacted]

[Redacted]

SSC Competency Area Manager

[Redacted]

Awarded as an original document with no alterations
Certificate of Completion

[Redacted]

has completed the course

Strategic Thinking for Communicators
22 January 2014

Executive Director: IAI

Course Facilitator

1 Richmond Forum, Cedar Street, Richmond, Johannesburg
THE INSTITUTE FOR THE ADVANCEMENT OF JOURNALISM
9 Jubilee Road, Parktown, Johannesburg 2193, South Africa

Accreditation Number: MAPP7944

Certificate of Attendance

has completed a 12 month learnership on

Radio Station Management: National Certificate
NQF Level 5

in Johannesburg February 2007 - October 2009

[Signature]
I.A. Executive Director
20 October 2009
Results

Continuing Education
University of Pretoria

October 09, 2015
National ID/Passport: 5906236616103

Final Results: Short Course on Project Management Principles and Practices with MS Projects (P081081-001-2015)

Hereewith a summary of your final results for the Short Course on Project Management Principles and Practices with MS Projects. Enquiries can be submitted to [contact information].

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Result %</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practices and Principles - Practices and Principles Assignment</td>
<td>78</td>
<td>Pass with Distinction</td>
</tr>
<tr>
<td></td>
<td>78%</td>
<td>Pass with Distinction</td>
</tr>
</tbody>
</table>

Please visit our website at [http://example.com] for upcoming courses.

[Signature]
SSC Competence Area Manager

[Commissioned by official]
Jeremy Ros Wilma
Coordinator Area Manager - Science and Technology
CSIR National Research & Manufacturing
P.O. Box 398 Pretoria 0001
July 31, 2019

[Signature]

Dec. [Signature]

APPLICATION FOR THE POST OF THE DIRECTOR — GENERAL.

I am writing in response to your advertisement for the post of the Director — General Government Communication and Information Systems, which was recently advertised in the Sunday Times dated 14 July 2019, whereby submit my application for the post as I am confident that I meet the requirements for the position.

I have thirty-five (35) years’ experience serving collectively in the supervisory, middle management, senior management and executive management levels. Six (6) of those years were at the supervisory level in community development at the Administration Board Northern Transvaal. Fourteen (14) years were at the management level in television productions at the South African Broadcasting Corporation (SABC). Nine (9) years were at the senior management level in the promotion of gender equality at the Commission for Gender Equality (CGE). The remaining seven (7) years were at the executive management level at the Independent Communications Authority of South Africa (ICASA), the regulator of ICT Industry in South Africa.

I have acquired knowledge in film making, when I was employed by the Administration Board Northern Transvaal (Admin Board N TV1). During my tenure at the Admin Board NYTV, I was an assistant to the Board’s Camera Operator for recording community development documentaries throughout the then Northern Transvaal. I had an opportunity to operate the motion picture camera to record the production and dispatched the recorded films to the laboratory for processing. I also had the opportunity to learn how to edit the film to make the final copies of our documentaries.

My work in Film Production created an interest for me to work in television production at the SABC (Corporation). The Corporation recruited me as the Junior Producer for the then TV 3 in 1983. The Corporation provided intensive television production training to me and other recruits. My training production was rated the best at the end of our training. I progressed throughout the years from Television Producer to a management level as the Specialist Producer and occupied that position till I left.
At a congregation of the University

held on 08 December 2015

was admitted to the Degree of

Master of Arts
UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

At a congregation of the University

held on 28 June 2012

was admitted to the Degree of

Bachelor of Arts with Honours

(Journalism and Media Studies)
the Corporation in 1997.

During my tenure as the Television Producer I produced documentaries and magazine productions by recording on film before the introduction of video tape recording. I have experience in broadcasting live productions, and I produced live programme called [redacted] at the SABC studios in Silverton, Pretoria. I am grateful to mention that through my skill, knowledge and diligence in television productions, I was awarded with the best Television Awards as well as the Management Recognition of Achievement Award.

My role as Specialist Producer was to lead and manage the team of television producers who produced magazine programmes. My knowledge in film and video productions equipped me with experience and knowledge in Public Service Broadcasting. I am grateful to mention that I was delegated on numerous occasions to act as the Regional Editor for TV News Pretoria when the incumbent was on leave.

In my career at the CSF, as the Head of Department, I provided strategic leadership and management to Public Education and Information Department. As a member of Senior Management at the CSF, I have participated in the development of the 5-year Strategic Plan and Annual Performance Plans. I planned, led and oversaw the implementation of the Public Education and Awareness Campaigns for the promotion of gender equality in all communities of South Africa. I have managed the allocated budget in compliance with PPMA, Treasury Regulations and other relevant legislations. I oversaw the roll-out of the Information Technology (IT) infrastructure and managed the efficient delivery of IT services to Commissioners and staff.

During my tenure in ICASA, I worked directly with Councillors as the General Manager for Consumer Affairs Division. I have provided strategic leadership and direction to the Division I led, and I had participated in the development of the 5-year Strategic Plan and Annual Performance Plans. My core responsibilities were to manage the allocated financial resources in compliance of with PPMA, Treasury Regulations and other relevant legislations. I oversaw the promotion of consumer protection in the ICT sector through Public Education and Awareness Campaigns, resolved consumer complaints, ensured consumer research, ensured the monitoring of Quality of Service (QoS) as provided by ICASA licensees as well as provided guidance in the development of consumer protection regulations.

I have experience in serving as a Councillor in Digital Ozonga Council. Digital Ozonga Council was mandated to spearhead digital migration and to advise the Minister of Communications on Digital Migration Strategy in South Africa. In Digital Ozonga Council, we developed Broadcast Infrastructure Strategy, Help and Support Strategy, Monitoring and Research Strategy, Technology Standards and Communications Policy. We also developed the Code of Conduct for Digital Ozonga Council.

In the African continent, I have participated in the Communications Regulatory Authorities of Southern Africa (CRASA) in the development of CRASA's Consumer Protection Policy. Furthermore, I have participated in the Annual Conference of the African Telecom Regulators on Consumer Affairs in Lagos,
Nigeria in October 2013. It is at that Conference where I proposed that all regulatory frameworks in the African continent need to be harmonised for effective and efficient delivery of services to consumers.

In the International platform, I have participated in the Workshops, Summit and Conferences that were organised by the International Telecommunications Union (ITU), the Federal Communications Commission (FCC), G8ict Global Initiative for Inclusive ICTs, as well as the United Nations Department of Economic and Social Affairs. The highlight of my participation in the International platform was when I represented ICASA at the World Conference on International Telecommunications 2012 (WCIT-2012) in Dubai, where I successfully lobbied and convinced the ICT world leaders to include Accessibility, Inclusivity, e-Waste and Energy Efficiency in the International Telecommunications Regulations (ITRs). Please refer to: http://www.youtube.com/watch?v=ufd9NRC66-o


In terms of qualifications, I hold BA Communications (UNISA); BA (Hons) Communications (UI); MA Communications (UI); Executive Development Programme (GBS); Post Graduate Certificate in Management (BCUC, United Kingdom); Postgraduate Diploma in Management Studies (BCUC, United Kingdom) and MBA (BCUC, United Kingdom). Currently, I am a PhD candidate with the University of Witwatersrand and my study focuses on Digital Transformation for Social Development.

I submit that if I am successful, I will use my management and leadership experience to add value in the GCIS by providing strategic leadership, efficient and effective management in the fulfilment of all the Key Performance Areas for the post of the Director – General. I am readily available to assume duty at any time.

Yours sincerely

[Signature]
With this experience, coupled with being a highly experienced Eskom EXCO member for over 15 years, I am well equipped to serve on any board and its sub-committees. As an EXCO member, I have an appreciation of how big organisations are managed as my experience includes chairing of sub-committees of EXCO and interacting with the Board. Some such committees include Capital Investment Committee; Procurement Committee; Pricing Committee; Divisional EXCO; Customer Council; Growth and Innovation Committee; etc. My resume summarises the different roles I have held in the past.

Being a non-executive director at CEF, I would bring diversity and a wealth of experience on business strategy, integrated risk management, strategy implementation and performance oversight. I would certainly bring great value in Integrated Risk Management and building organizational resilience which is an important oversight role of any board.

Relevant Competencies

- Overall strategic oversight and appreciation of integrated risk management
- Strong in leadership, ethical behaviour and value analysis
- Analyst, collaborator and advisor
- Risk analysis, safety leadership and stakeholder management
- Appreciation of Companies Act and King Code of Good Governance (King IV)

Declarations

I can also confirm that I do not have a criminal record and I have never been declared a delinquent director. I have no shareholding in companies that may pose a conflict of interest at CEF. I confirm that I am qualified to serve on this board.

I would sincerely appreciate an opportunity to serve on this board.

Your sincerely

[Signature]
CURRICULUM VITAE

OF

[signature]
PERSONAL DETAILS

NAME: [Redacted]
SURNAME: [Redacted]
DATE OF BIRTH: [Redacted]
AGE: [Redacted]
NATIONALITY: [Redacted]
IDENTITY NUMBER: [Redacted]
SEX: [Redacted]
MARITAL STATUS: [Redacted]
HOME LANGUAGE: [Redacted]
OTHER LANGUAGES: English, Afrikaans, Zulu, Xhosa, Tswana, North-Sotho and Tsonga
HOME ADDRESS: [Redacted]
POSTAL ADDRESS: [Redacted]
TELEPHONE NUMBERS: [Redacted]
CRIMINAL OFFENCES: None
HEALTH:
INTERESTS: Reading (non-fiction), Road Running, Travelling, Art, watching Soccer and outdoors
EDUCATION QUALIFICATIONS

LAST SCHOOL ATTENDED

HIGHEST STANDARD PASSED

TERTIARY EDUCATION

INSTITUTION 1985 - 1988
University of Natal (Durban)
B.Proc

INSTITUTION 1989 - 1990
University of Cape Town
Postgraduate Diploma in Tax Law

INSTITUTION 1992 - 1993
University of Cape Town
Masters in Law (LLM) (Commercial Law)

INSTITUTIONS 1995 - 1997
Institute of Advanced Studies and Rand Afrikaans University
Advanced Diploma in International Taxation and Offshore Financial Centre

INSTITUTION 2003
Insead (France)
Advanced Management Programme (AMP)

INSTITUTION 1996 - incomplete
University of Pretoria
Doctorate in Law (LLD) (Corporate Law)

INSTITUTION 2006
University of Pretoria
Diploma in Insolvency Law and Practice

INSTITUTION 2006
University of Witwatersrand
Certificate in Competition Law

INSTITUTION 2006
University of Pretoria
Certificate in Advanced Trust Law

INSTITUTION 2006
University of Witwatersrand
Certificate in Banking Law and Financial Markets

INSTITUTION
2008

University of Pretoria
Certificate in Insolvency Litigation and Administration

INSTITUTION
2008

University of Witwatersrand
Certificate in Mediation and Negotiation

INSTITUTION
2012-

University of Pretoria
Masters in Law (LLM) Insolvency Law (Completed Course work)

INSTITUTION
2012-2012

University of South Africa
Advance Course in Business Rescue Practice

INSTITUTION
2013 -2013

University of Witwatersrand
Advance Diploma in Mining and Exploration Law

COURSES ATTENDED

Course in company direction conducted by Graduate Institute of Management and Technology (GIMT). Course dealt with corporate governance, responsibilities of directors, strategy and finance.

Compliance courses held by the Compliance Institute.

Finance for non-financial Managers (UCT).

EMPLOYMENT HISTORY

DATE:
January 2010- Present

POSITION HELD:
Director - Thanyani Business Recoveries (Pty) Ltd

DUTIES:
Insolvency Practice which involves acting as Liquidator, Trustee and Judicial Manager of Insolvent Estates. Business and Corporate Rescue Practitioner.

DATE:
February 2010- present

POSITION HELD:
Chairman - Tony Tshimase Incorporated

DUTIES:
Involved in Commercial and Corporate practice, tax law,
<table>
<thead>
<tr>
<th>Date</th>
<th>POSITION HELD</th>
<th>DUTIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2018 - May 2019</td>
<td>Ministerial Special Advisor</td>
<td>Special advisor to Minister of Human Settlement advising her on all legal matters.</td>
</tr>
<tr>
<td>August 2006 – January 2011</td>
<td>Senior Director – Hofmeyr Herbstein &amp; Gihwala Inc/Cliffie Dekker Hofmeyr</td>
<td>Involved in commercial and corporate law practice, tax law, aviation law, competition law, insolvency law practices</td>
</tr>
<tr>
<td>November 2001 – June 2005</td>
<td>General Counsel and Executive Vice President: Legal at the Industrial Development Corporation of South Africa Limited (IDC)</td>
<td>Advising Board of Directors and Executive Management on all legal matters, overseeing solving of legal problems internationally and externally structuring complex financial transactions, drafting agreements and responsible for workout and restructuring.</td>
</tr>
<tr>
<td>2004 – June 2005</td>
<td>Compliance Officer</td>
<td>Developing compliance culture within IDC and implementation of compliance policies</td>
</tr>
<tr>
<td>November 1999 - 2001</td>
<td>Head of Legal Services Department at IDC</td>
<td>Overseeing and solving of all legal problems in IDC, drafting of financial transaction agreements and advising on all legal matters.</td>
</tr>
<tr>
<td>May 1998 – October 1999</td>
<td>Partner - Pule, Selebogo &amp; Partner (Johannesburg)</td>
<td>Head of Commercial Law, Commercial Litigation, Tax, Banking and Finance, Insolvency Departments</td>
</tr>
<tr>
<td>February 1997 – April 1998</td>
<td>Senior Tax Specialist - Eskom</td>
<td>Prepare Eskom to be tax paying entity, advice Eskom and its subsidiaries on Income Tax, International Taxation, Value-added Tax (VAT) issues and other taxes; Responsible for Eskom's and its subsidiaries' Income Tax and VAT compliance</td>
</tr>
</tbody>
</table>
DATE: March 1996- January 1997

POSITION HELD: Practising as Tax and Legal consultant
under the name Tony Tshivhase Tax and Legal Consultants in Pretoria

DUTIES: Carry VAT audits in association with Coopers & Lybrand for Local
Governments; Drafting commercial agreements; Registration of
Companies and Close Corporations; Advice clients in Income Tax and
VAT issues and Income Tax and VAT planning

DATE: February 1994 – February 1996
POSITION HELD: Partner - Moseneké and Partners with offices in Pretoria and
Johannesburg

DUTIES: Partner in charge of Commercial and Tax Department; Drafting
general commercial agreements; Advice clients in Commercial Law
Issues; Commercial Litigation; Drafting take-over, management buy-
couts, mergers and Shareholder’s agreements; Advice clients on
Income Tax, International Tax; Drafting Wills; Establishing Trusts;
Estate Planning; Registration of Companies and Close Corporations;
Income Tax, International Tax and VAT planning for clients and Liquor
Licence applications

DATE: May 1993 – January 1994
POSITION HELD: Tax Consultant with Coopers & Lybrand in Pretoria

DUTIES: Advise clients on income tax, VAT,
International Tax issues, assist clients in income tax planning, VAT and
international planning. Head of Tax Compliance and Secretarial
Departments.

POSITION HELD: Tax Administrator with Kessel Felnstein in Cape Town

DUTIES: Income Tax and VAT compliance and dealing with queries from the
Receiver of Revenue

DATE: January 1999 – January 1992
POSITION HELD: Candidate Attorney and Professional Assistant with Bernadt, Vukic,
Potash, Abel and Getz in Cape Town

DUTIES: As a candidate Attorney I was attached to the following departments
(i.e. to prepare me for Attorney's Board Examination):

(i) Litigation;
(ii) Labour;
(iii) Commercial;
(iv) Collections;
(v) Estates;
(vi) Human Rights; and
(vii) Conveyancing
As professional assistant I worked in the Commercial Department drafting general commercial agreements; registration of Companies and Close Corporations; drafting Shareholder’s agreements and advising on Income Tax issues.

**DATE:** August 1980 – December 1982
**POSITION HELD:** Clerk in the Agriculture Department of the Venda Development Corporation
**DUTIES:** Completing loan applications, Verification of loan applications and visiting projects to determine progress made.

**Attorneys Admission**
I wrote the Attorneys Admission Board Examination in 1991 and have successfully completed this examination.

**BOARD DIRECTORSHIPS**

Present directorships:
- Thanyani Business Recoveries (Pty) Limited
- Tony Shihlanse Incorporated
- Direng Investments (Pty) Ltd
- Naledi Foundry (Pty) Ltd
- Naledi Ringsellers (Pty) Ltd
- S.A Ladder (Pty Ltd)

- Director
- Director (Chairperson)
- Director (Chairperson)
- Director (Chairperson)
- Director (Chairperson)

**MEMBERSHIP OF BODIES**

Standing advisory committee on company law - appointed by Minister of Trade and Industry to advise Government on commercial law issues.

Unfair contract terms committee - sub-committee of business practice committee - appointed by Minister of Trade and Industry to adjudicate unfair contract terms

Institute of Directors of Southern Africa

Black Lawyers Association
Association of Insolvency Practitioners of South Africa

Member of the small business regulatory review - member of Taxation and Business Trade Task Teams – internal audit of Department of Finance and National Treasury

The Association of the Advancement of Black Insolvency Practitioners (Secretary of Gauteng Province)

Member of Take-Over Regulation Panel (TRP) – appointed by Minister of Trade and Industry
PERSONAL DETAILS

Full Names

Known As

Nationality    South African

Languages

Marital Status

Dependents

EDUCATION

UNIVERSITY OF KWA ZULU NATAL

1987    B. Proc
1989    LLB

PROFESSIONAL REGISTRATION

1991      Admitted as an Attorney of the High Court of South Africa.

2018      Registered again as an Attorney, after many years of no active legal practice, with the Law Society of the Northern Provinces

OTHER COURSES

Attended the following courses:

- International Legal Instruments
- International Humanitarian Principles and Practice
- Domestic Violence
- Corporate Governance Principles
SKILLS ACQUIRED

- Legal theory and practice of law
- Strategy Planning
- Management
- Business management
- Communication
- Writing (book)
- Family counselling
- Leadership
- Ability to work and deliver under pressure
- Diamond trading
- Corporate Governance (theoretically and implementation)

EMPLOYMENT SYNOPSIS

2018 – date
Re-registered as an Attorney of the High Court and employed as an Associate Attorney at Friedrich Incorporated

2012 – 2017
State Diamond Trader
Chief Executive Officer

2008 – 2011
State Diamond Trader
Acting Chief Executive Officer

2001 – 2011
Department of Mineral Resources (Minerals and Energy)
(2006)
Deputy Director – General (in the ANC)

1998 – 2001
Commission on Gender Equality
Provincial Manager, KwaZulu-Natal

1997 - 1998
Domestic Violence assistance Programme
Director/Manager

1993 - 1997
Centre for Criminal Justice, University of Natal
Researcher and Director

1991 - 1993
Attorney's Practice, Vryheid, KwaZulu-Natal
Attorney

1990 - 1991
Christopher Walton and Tatham, Ladysmith
Candidate Attorney

CAREER HISTORY

Attorneys’ Practice

- General legal practice
- Drafting of documents
- Working with other attorneys and advocates

Criminal Justice System Research

- Research into the criminal justice system, in particular policing
- Research and implementation of women's rights programme
- Managing the Centre for Criminal Justice, University of Natal, Pietermaritzburg
- Fund raising for the Centre

Domestic violence programme and Gender Equality work

- Established the programme and its institutional capability
- Set up court based advisory centres in 5 Magistrates' courts in KZN
- Managed the operations of the programme
- Raised funds for the programme
- Training various stakeholders on gender equality matters
- Managing the KZN office of the Commission on Gender Equality


Mineral Regulation

- Processing of applications for prospecting and mining rights
- Managed the KZN regional office
- Managed three regional offices – Gauteng, Free State and Northern Cape
- Provision of senior management services at DMR
Mineral Policy Development

- Reviewed legislation, in particular the Mineral and Petroleum Development Act
- Worked on conflicts between the National Environmental Management Act and the Mineral and Petroleum Development Act
- Regulations
- Development of Policies and Procedures at the State Diamond Trader

Diamond Trading

- Managing the operations and finances of the State Diamond Trader (SDT)
- Preparing reports for and reporting to the Board of the SDT
- Implementing corporate governance principles at the SDT
- Managing client and producer relations
- Managing a newly created, challenging institution and growing it further
- Fostering relations between the local diamond industry and government
- Working with various local and international stakeholders on the Kimberley Process Certification Scheme
- Creating platforms for new and Black small and medium businesses to enter the diamond industry, thereby transforming the local industry
- Exposing new entrants and Black businesses at international platforms through National Pavilions such as at the largest annual gathering of the global industry, the Hong Kong Gem and Jewellery Show

Directorships

- Deputy Chairperson, Board of Advisory Desk for Abused Women, then University of Durban — Westville (1996 — 1999)
- Board Member of the Central Energy Fund (2007 — 2008)
- Board Member of the State Diamond Trader (2007 — 2008)
- Board Member of the South African Diamonds and Precious Metals Regulator (2007 — 2017)
- Chairman of Licensing Committee at SADPR (2013 — 2016)
- Board Member of the SEDA Limpopo Jewellery Incubator (2010, to date)
- Chairman of SEDA Limpopo Jewellery Incubator (2014, to date)
- Board Member of the Airports Company South Africa (2018 to date)
- Committee Member of various Board Committees at Airports Company South Africa (2018 to date)
- Chairperson of the Board of JIA Piazza Park, a wholly owned subsidiary of the Airports Company South Africa (2018 to date)

Other Professional Engagements

Guest Lecturer at the Wits Law School, Wits University: 2018 and 2019
Former Chairperson

Former Chairperson
State Diamond Trader

Former DDG and Direct Manager at Mineral Resources
Wits Business School Lecturer
Special Advisor to the Minister of Mines of Angola
Curriculum Vitae

Candidate Information

<table>
<thead>
<tr>
<th>Director General</th>
<th>Director General</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Names</td>
<td></td>
</tr>
<tr>
<td>Known as</td>
<td></td>
</tr>
<tr>
<td>Surname</td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Nationality</td>
<td>South African</td>
</tr>
<tr>
<td>Race</td>
<td>African</td>
</tr>
<tr>
<td>Identity number</td>
<td></td>
</tr>
<tr>
<td>Languages</td>
<td>English, Venda, IsiZulu, Tsonga, Sotho</td>
</tr>
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</table>

SKILLS COMPETENCY

Skills

- Strategic planning
- Driving delivery on strategic objectives
- Negotiation skills
- Performance management
- Risk Management
- Fraud management
- Project management
- Annual report writing
- Monthly, quarterly and annual financial reporting
- Compilation of AFS in terms of IFRS, IAS, GRAP, Modified Cash Standards
- Forecasting including rolling forecasting
- Taxation both individual and company's tax
- Budgets & Variance Analysis
- Policy development
- Excellent communication skills
- Analytical thinking
- Budgeting
- Financial Advisory
- Financial Management (Debtors, Creditors, Management accounting, Fixed assets, Supply Chain Management & Administration)
- Problem solving skills and change management
- Strategic Leadership
- Compliance with laws and regulations including PFMA, Treasury Regulations and Public Service Regulatory Framework
# Summary of Work History

<table>
<thead>
<tr>
<th>Employer</th>
<th>Position</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Agriculture Land Reform &amp; Rural Development</td>
<td>Acting Deputy Director General: Corporate Support Services</td>
<td>01 April 2020 to Current</td>
</tr>
<tr>
<td>Department of Rural development &amp; Land Reform</td>
<td>Acting Director General</td>
<td>01 May 2018 to 13 September 2019</td>
</tr>
<tr>
<td>Department of Public Works</td>
<td>Chief Financial Officer</td>
<td>04 December 2013 to 30 April 2019</td>
</tr>
<tr>
<td>Department of Rural development &amp; Land Reform</td>
<td>Chief Financial Officer</td>
<td>01 February 2015 to 30 November 2017</td>
</tr>
<tr>
<td>Driving License Card Account</td>
<td>Chief Financial Officer &amp; Acting Head of entity</td>
<td>14 September 2019 to 31 March 2020</td>
</tr>
<tr>
<td>NRCS</td>
<td>Financial Manager</td>
<td>October 2012 to January 2015</td>
</tr>
<tr>
<td>MIEFA</td>
<td>Head of Accounting department</td>
<td>Nov 2007 to July 2010</td>
</tr>
<tr>
<td>Cinnaker</td>
<td>Accounts Clerk</td>
<td>Oct 1999 – May 2003</td>
</tr>
</tbody>
</table>

## Education Details

<table>
<thead>
<tr>
<th>Level</th>
<th>Qualification</th>
<th>Institution</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School</td>
<td>Matric (Grade12)</td>
<td>Khwevha High School</td>
<td>1993</td>
</tr>
<tr>
<td>Tertiary</td>
<td>Bachelor Accounting</td>
<td>University Of Venda</td>
<td>1996</td>
</tr>
<tr>
<td>Tertiary</td>
<td>Accountancy diploma</td>
<td>University Of Natal</td>
<td>2003</td>
</tr>
<tr>
<td>Tertiary</td>
<td>Bachelor Honours</td>
<td>UNISA</td>
<td>2011</td>
</tr>
<tr>
<td>Tertiary</td>
<td>Postgrad Diploma in Applied Accounting</td>
<td>UNISA</td>
<td>2012</td>
</tr>
<tr>
<td>Tertiary</td>
<td>APT Certificate</td>
<td>APT</td>
<td>2013</td>
</tr>
<tr>
<td>Tertiary</td>
<td>Chartered Accountant</td>
<td>SAICA</td>
<td>2014</td>
</tr>
</tbody>
</table>

## Computer Literacy

**PROFICIENT IN THE FOLLOWING:**

- MS Word
- MS Excel
- MS PowerPoint
- MS Outlook
- Teammate
- BAS
- Persal
- Accpac
- Hyperion
- Pastel
- Oracle
- SAP
- Barn owl
- Logis
**Detailed Employment History:**

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Agriculture, Land Reform &amp; Rural development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>May 2018 – 13 September 2019</td>
</tr>
<tr>
<td></td>
<td>14 September 2019 to Current</td>
</tr>
<tr>
<td>Position:</td>
<td>Acting Director General</td>
</tr>
<tr>
<td></td>
<td>Chief Financial Officer of the department and its three entities and head of ALHA trading Account</td>
</tr>
<tr>
<td></td>
<td>Deputy Director General – Corporate Support Services</td>
</tr>
</tbody>
</table>

**Responsibilities:**

- Discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
- Develop strategic plans and annual performance plan and monitor performance against these targets.
- Provide strategic leadership, management and support services to the department. The Administration programme comprises of the sub-programmes: Ministry, Management, Internal Audit, Corporate Services, Financial Services, Provincial Coordination, Office Accommodation.
- Initiate, facilitate, coordinate and act as a catalyst for the implementation of a comprehensive rural development programme leading to sustainable and vibrant rural communities.
- Settle and finalise land restitution claims under the Restitution of Land Rights Act (Act 22 of 1994).
- Initiate sustainable land reform programmes in South Africa.
- Ensure 100% compliance with government regulations and legal prescripts.
- Obtain an unqualified regularity audit opinion on financial and non-financial Performance.
- Facilitate integrated spatial planning and land use management in all provinces through the application of relevant legislation.
- Ensure integrated and comprehensive land administration system.
- Facilitation of infrastructure development to support rural economic transformation.
- Provide support to rural enterprises and industries in areas with economic development potential and opportunities.
- Increase job opportunities and ensure skills development through CRDP and land reform initiatives.
- Facilitate the restoration of land rights or alternative forms of equitable redress.
- Promote equitable land redistribution and agricultural development by acquiring strategically located land.
- Provide comprehensive farm development support to smallholder farmers and land reform beneficiaries for agrarian transformation.
- Functional systems and institutional arrangements for tenure and land administration to enable agrarian reform in all provinces.
- Provide geospatial information, cadastral surveys, deeds registration and spatial planning, as well as technical services in support of sustainable land development. The programme consists of the following sub-programmes:
  - National Geomatics Management Service
  - Spatial Planning and Land Use Management
  - Registration of Deeds Trading Account
  - South African Council for Planners
  - Legislation
Legal Services
- Human Resource and Development
- Monitoring & Evaluation
- Facilities Management and Security Services
- Strategic Communications
- E-Cadastre

Quarterly and annual Report presentation to Parliament Portfolio committee, Select Committee, Standing Committee on Public Accounts (SCOPA), executive authority and audit committee.

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Public Works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>04 December 2017 to April 2018</td>
</tr>
<tr>
<td>Position:</td>
<td>Chief Financial Officer of the department and Property Management Trading Entity</td>
</tr>
</tbody>
</table>

Responsibilities
- Assist the accounting officer to discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
- Develop strategies and annual performance plan and monitor performance against these targets.
- Provide support to the Head of the Department and line managers with regards to public finance matters.
- Chair the National Bid Evaluation Committee.
- Allocation of budgets to the department programmes to meet the strategic objectives of the department and review and analyse the budgets prepared for Medium Term Expenditure Framework, Adjustments Estimates of National Expenditure and Estimated National Expenditure and Medium-Term Expenditure Framework and discuss the budget allocations and bidding for funding with the National Treasury.
- Manage the Departmental budget in accordance with the relevant prescripts R10.1 billion.
- Ensure effective management and administration of the Financial Services Branch which includes financial management services, supply chain and facilities management services, budget & budget performance and risk management and co-ordination of internal and external audit.
- Coordinate and ensure effective and efficient performance of the financial management, supply chain management, risk management function in all components of the department.
- Put in place systems & procedures to ensure efficient management of the expenditure control function.
- Exercise accounting control by maintaining an accurate system of accounting and recording of financial affairs of the Department and develop and maintain measures to prevent fraud and maladministration.
- Coordinate and ensure effective and efficient management of audit intervention strategies.
- Provide timely and accurate financial and operational information necessary for strategic decision-making to all branches.
- Ensure that quarterly, interim and annual financial statement prepared in terms of GRAP (for the entities) and MODIFIED CASH standards are compiled and submitted timeously in accordance with applicable standards and legislative requirements.
- Quarterly report on Procurement plan to National Treasury.
- Ensure strict compliance to the provisions of the Preferential Procurement Policy Framework Act (Act 5 of 2000) and its regulations.
- Quarterly and annual Report presentation to Parliament Portfolio committee, Select Committee, Standing Committee on Public Accounts (SCOPA), executive authority and audit committee

<table>
<thead>
<tr>
<th>Company:</th>
<th>Department of Rural development and Land Reform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>February 2015 – 30 November 2017</td>
</tr>
<tr>
<td>Position:</td>
<td>Chief Financial Officer of the department and its three entities and head of ALHA trading Account</td>
</tr>
</tbody>
</table>

**Responsibilities:**

- Assist the accounting officer to discharge the duties prescribed in Part 2 Chapter 5 of the Public Financial Management Act.
- Develop strategies and annual performance plan and monitor performance against these targets.
- Provide support to the Head of the Department and line managers with regards to public finance matters.
- Chair the National Bid Evaluation Committee.
- Allocation of budgets to the department programmes to meet the strategic objectives of the department and review and analyse the budgets prepared for Medium Term Expenditure Framework, Adjustments Estimates of National Expenditure and Estimated National Expenditure and Medium-Term Expenditure Framework and discuss the budget allocations and bidding for funding with the National Treasury.
- Manage the Departmental budget in accordance with the relevant prescripts R10.1 billion.
- Ensure effective management and administration of the Financial Services Branch which includes financial management services, supply chain and facilities management services, budget & budget performance and risk management and co-ordination of internal and external audit.
- Coordinate and ensure effective and efficient performance of the financial management, supply chain management, risk management function in all components of the department.
- Put in place systems & procedures to ensure efficient management of the expenditure control function.
- Exercise accounting control by maintaining an accurate system of accounting and recoding of financial affairs of the Department and develop and maintain measures to prevent fraud and maladministration.
- Coordinate and ensure effective and efficient management of audit intervention strategies.
- Provide timely and accurate financial and operational information necessary for strategic decision-making to all branches.
- Ensure that quarterly, interim and annual financial statement prepared in terms of GRAP (for the entities) and MODIFIED CASH standards are compiled and submitted timeously in accordance with applicable standards and legislative requirements.
- Quarterly report on Procurement plan to National Treasury.
- Ensure strict compliance to the provisions of the Preferential Procurement Policy Framework Act.
(Act 5 of 2009) and its regulations.

- Quarterly and annual Report presentation to Parliament Portfolio committee, Select Committee, Standing Committee on Public Accounts (SCOPA), executive authority and audit committee.

Manage R10.1 billion budget and provide support to 9 complex Programmes of the department. Manage finance staff in our offices in 9 provinces (total staff complement in finance 601) and have 3 Trading Entities that I exercise oversight over while heading one of these entities.

Now managing the Agri-parks project that is being implemented by the three spheres of the Government with our department funding the project to the tune of R2 billion per annum for the next 10 years.

Developed and implemented the centralization of procurement for the whole country and develop procurement strategies to enhance service delivery.

Obtained a clean audit for the entity that I head and an unqualified audit for the department and the Trading entity.

### Company:
Driving License Card Account

### Period:
October 2012 – November 2014

### Position:
Chief Executive Officer/Chief Financial Officer

### Responsibilities:

**Strategic finance**

- Develop strategies and monitor performance for the entity
- Develop and execute the transfer management plan for card production facility
- Maintain and enhancement of stakeholder and client relationship i.e. Auditor-General, Provincial Departments, Driving License Testing Centre, Municipalities, Audit committee, National Treasury, service providers
- Drive the implementation of the transfer management plan
- Project management for the introduction of the new driving license card
- Implement and monitor good corporate governance for the entity

**Operational finance**

- Preparation of annual financial statement and the annual report. Facilitate the printing and distribution to Parliament and submission of financial statement for audit and approval
- Presentation of financial reports to EXCO and Audit Committee
- Monthly financial reporting – actuals and forecasts and cash flow management
- Annual & Interim Financial Reporting - in terms of IFRS, GAAP or GRAP & Financial statement analysis & interpretation
- Maintain effective & efficient fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures, Implement & monitor internal controls
- Manage medium and Long-term financial planning of the entity
- Preparation & Planning of annual regularity audit
- Negotiation of contracts with major customers
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium-term expenditure framework and estimates for national expenditure
- Determine staff needs, appoint, train and manage staff and monitor staff performance
- Risk and fraud management reporting
- Monitoring the performance on production and delivery of driver’s license card,
- Manage and maintain 1000 Live Capture Units (LCU’s) at Driving License Testing Centres

DLCA is an entity of the Department of Transport that manages the production and delivery of the driving licenses. I headed the entity for the last 19 months.

Under my leadership I stopped an irregular tender worth over R1 billion just before being implemented. I headed the team that was assigned to defend the legal process that brought on the cancellation of the irregular tender since March 2013. The litigation ended at the Supreme Court of Appeal where I won the case. This is a process that requires leadership with character, determination and integrity.

When I joined the entity, it was experiencing liquidity problems, I implemented debt collections strategies such as establishing relationships with our clients, entering into memorandum of agreements, direct contacts through meetings and workshops and introducing interest charges on long outstanding accounts, that saw the entity’s cash resources grew to over R140 million within the 18 months that I was at the helm.

<table>
<thead>
<tr>
<th>Company:</th>
<th>National Regulator for Compulsory Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Period:</td>
<td>August 2010 – September 2012</td>
</tr>
<tr>
<td>Position:</td>
<td>Finance Manager</td>
</tr>
</tbody>
</table>

**Responsibilities:**

**Strategic finance**
- Annual performance planning
- Development of strategy
- Develop funding model for projects
- Bidding for appropriation bill for the department
- Implementation of the above components, reporting, evaluation and monitoring thereafter - this life cycle approach is centered on results based management
- Annual Financial statements for the Department and its 3 entities
- Presentation of financial reports to SMC, EMC and DG/DDG Forums

**Operational finance**
- Monthly financial reporting - actuals and forecasts including variance analysis
- Management reporting
- Financial reporting - in terms of modified cash
- Financial statement analysis & interpretation
- Payroll administration
- Manage fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures
- Monitor internal controls
- Liaising with the External Auditors and planning for interim and year-end audit
- Treasury function
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium term expenditure framework and estimates for national expenditure
Annual levy increase negotiations with industry

Company: Driving License Card Account
Period: October 2012 – November 2014
Position: Chief Executive Officer/Chief Financial Officer

Responsibilities:

Strategic finance
- Develop strategies and monitor performance for the entity
- Develop and execute the transfer management plan for card production facility
- Maintain and enhancement of stakeholder and client relationship i.e. Auditor-General, Provincial Departments, Driving License Testing Centre, Municipalities, Audit committee, National Treasury, service providers
- Drive the implementation of the transfer management plan
- Project management for the introduction of the new driving license card
- Implement and monitor good corporate governance for the entity

Operational finance
- Preparation of annual financial statement and the annual report, Facilitate the printing and distribution to Parliament and submission of financial statement for audit and approval
- Presentation of financial reports to EXCO and Audit Committee
- Monthly financial reporting – actuals and forecasts and cash flow management
- Annual & Interim Financial Reporting - in terms of IFRS, GAAP or GRAP & Financial statement analysis & Interpretation
- Maintain effective & efficient fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures, Implement & monitor internal controls
- Manage medium and long-term financial planning of the entity
- Preparation & Planning of annual regularity audit
- Negotiation of contracts with major customers
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium-term expenditure framework and estimates for national expenditure
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**Responsibilities:**

**Strategic finance**

- Annual performance planning
- Development of strategy
- Develop funding model for projects
- Bidding for appropriation bill for the department
- Implementation of the above components, reporting, evaluation and monitoring thereafter - this life cycle approach is centered on results based management
- Annual financial statements for the Department and its 3 entities
- Presentation of financial reports to SMC, EMC and DG/DDG Forums

**Operational finance**

- Monthly financial reporting - actuals and forecasts including variance analysis
- Management reporting
- Financial reporting - in terms of modified cash
- Financial statement analysis & interpretation
- Payroll administration
- Manage fixed assets, collections, payables, procurement, management accounting and accounts receivable departments
- Drafting financial policies and procedures
- Monitor internal controls
- Liaising with the External Auditors and planning for interim and year-end audit
- Treasury function
- Monitor compliance with policies, corporate governance and government legislations
- Preparation of medium-term expenditure framework and estimates for national expenditure
- Annual levy increases negotiations with industry

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<tr>
<th>Company:</th>
<th>Exxaro Limited</th>
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<tbody>
<tr>
<td>Period:</td>
<td>November 2007 – July 2010</td>
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</tbody>
</table>
### Position: Group Financial Accountant

#### Responsibilities:
- Month-end closure
- Monthly financial reporting – actuals and forecasts
- Management reporting
- Rolling forecasts
- Preparation and monitoring of budgets
- Preparation of interim and year-end financial statements
- Preparation of tax packs
- Analysis of expenditure for tax purposes
- Accounting services to support corporate services departments
- Value adding cost control services
- Supervise staff
- Implement & monitor internal controls
- Assist in ad-hoc assignments
- Liaise with internal and external auditors
- Liaise with external customers

### Company: Metal Industries Benefit Fund Administrators
### Period: March 2006 – October 2007
### Position: Head of Accounting department

#### Responsibilities:
- Month-end closure
- Review general ledger reconciliations
- Review vat returns and compile tax returns
- Maintains fixed assets register
- Prepare and monitor budget
- Supervise 7 accounts clerks
- Manage debtors and creditors accounts
- Implement & monitor internal controls
- Assist in ad-hoc assignments
- Prepare financial statements in accordance with international financial reporting standards
- Liaise with internal and external auditors

### Company: Mpumalanga Economic Empowerment Corporation
### Period: June 2003 – February 2006
### Position: Financial Accountant

#### Responsibilities:
- General ledger to trial balance
- Month-end closure of all modules
- General ledger reconciliation
- Prepare vat returns
- Maintain fixed assets register
- Prepare and monitor budget
- Supervise 5 accounts clerks
- Implement & monitor internal controls
- Prepare financial statements
- Liaise with internal and external auditors & external customers

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<th>Company:</th>
<th>Auditor General</th>
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<td>Period:</td>
<td>October 1999 – May 2003</td>
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<tr>
<td>Position:</td>
<td>Training – TIPP</td>
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**Responsibilities:**
- Planning the audit
- Evaluating systems in general
- Evaluating audit risk
- Perform tests of controls & substantive test
- Evaluate the results of audit tests
- Reporting
- Analysing financial statements
- Evaluating impact of computer on controls
- Review of employees tax computation
- Review of VAT returns

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<th>Company:</th>
<th>Grinaker Precast</th>
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<tr>
<td>Period:</td>
<td>November 1997 – September 1999</td>
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<tr>
<td>Position:</td>
<td>Accounts Clerk</td>
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</table>

**Responsibilities:**
- Process creditors invoices
- Reconciling creditors accounts
- Prepare raw materials usage reports
- Process & reconcile production reports
- Perform monthly stock take
- Petty Cash

**References**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Naledi Makono</td>
<td>Department of Women, Youth and People with Disabilities</td>
</tr>
<tr>
<td>Position</td>
<td>Advisor to Minister Malee Nkoane-Mashabane</td>
</tr>
<tr>
<td>Tel</td>
<td>079 694 1374</td>
</tr>
<tr>
<td>Sam Vukela</td>
<td>Department of Public Works and Infrastructure</td>
</tr>
<tr>
<td>Position</td>
<td>Director General</td>
</tr>
<tr>
<td>Tel</td>
<td>064 860 3389</td>
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<tr>
<td>Phuti Mabebele</td>
<td>Department of Agriculture, Land Reform &amp; Rural Development</td>
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<tr>
<td>Position</td>
<td>Communications</td>
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<td>Tel</td>
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REQUEST FOR NOMINATIONS

APPOINTMENT OF FIVE MEMBERS TO THE COUNCIL
OF THE INDEPENDENT COMMUNICATIONS
AUTHORITY OF SOUTH AFRICA (ICASA)

Institutions and/or individuals are hereby invited to nominate persons to fill five vacancies in the ICASA Council, as established in terms of the Independent Communications Authority of South Africa Act, No. 13 of 2000 (as amended by Broadcasting Amendment Act, No 54 of 2012 and Independent Communications Authority of South Africa Amendment Act, No 2 of 2014). Of the five vacancies, one will be filled immediately and the other four will be filled in April 2020 upon the expiry of term of four Councillors.

ICASA makes regulations and policies to govern broadcasting and telecommunications in the public interest, ensuring fairness and a diversity of views, and monitors the environment and enforces compliance with rules, regulations and policies, hears and decides on disputes and complaints by the industry, plans and manages the frequency spectrum and protects consumers from unfair business practices, poor quality service and harmful or inferior products.

Persons appointed to the Council must be committed to fairness, freedom of expression, openness and accountability and must be representative of a broad cross-section of the population of the Republic and possess suitable qualifications, expertise and experience in the fields of, amongst others, broadcasting, electronic communications and postal policy and operations, public policy development, electronic engineering, law, information technology, content in any form, consumer protection, education, economics, finance or any other related expertise or qualifications, and must be a South African citizen permanently residing in the Republic.

Written nominations must contain the full name and address of the institution and/or individual making the nomination, the nominee’s signed acceptance of the nomination and his/her Curriculum Vitae, providing at least the following information: • Full name, ID number and gender. • Contact address, telephone and fax numbers and e-mail address. • Previous experience (quoting dates and organizations concerned). • Certified copies of academic qualifications and identity document.

Nominations and enquiries must be addressed to the Portfolio Committee on Communications (Attention: Mr Thembinkosi Ngcobo, Committee Secretary), 3rd Floor, 59 Plain Street, Cape Town 8001 or emailed to ngcobo@parliament.gov.za or faxed to 086 622 5740. Telephonic enquiries can be made to 021 403 3739 or 063 769 8407.

Closing date for nominations: Friday 27 September 2019 at 1600. Please note that nominees will be subjected to a qualifications check and security clearance. Late submissions will not be considered.

Issued by Mr. BM Manelf, MP; Chairperson, PC on Communications.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Start Date</th>
<th>End Date</th>
<th>Initials</th>
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<td>John Doe</td>
<td>Worker</td>
<td>01/01/98</td>
<td>12/31/98</td>
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<tr>
<td>Jane Smith</td>
<td>Supervisor</td>
<td>03/01/99</td>
<td>02/28/00</td>
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<td>Michael Brown</td>
<td>Manager</td>
<td>04/01/00</td>
<td>03/31/01</td>
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<td>Mary Johnson</td>
<td>Director</td>
<td>04/01/01</td>
<td>03/31/02</td>
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<tr>
<td>Robert Davis</td>
<td>President</td>
<td>04/01/02</td>
<td>03/31/03</td>
<td>RD</td>
<td></td>
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</tbody>
</table>

**Salary:**
- John Doe: $30,000
- Jane Smith: $40,000
- Michael Brown: $50,000
- Mary Johnson: $60,000
- Robert Davis: $70,000

**Benefits:**
- Health Insurance
- 401K
- Vacation
- Sick Leave

**Location:**
- New York, NY
- Los Angeles, CA
- Chicago, IL
- Miami, FL

**Contact:**
- Phone: (111) 222-3333
- Email: info@example.com

**Comments:**
- John Doe: Accomplished
- Jane Smith: Dedicated
- Michael Brown: Visionary
- Mary Johnson: Innovative
- Robert Davis: Strategic
<table>
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<tr>
<th>#</th>
<th>Name</th>
<th>Race</th>
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<td>Sep 2000 - Mar 2000</td>
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<td>Jul 1994 - Dec 1998</td>
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<td>Senior Manager</td>
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<td>Diploma</td>
<td>Feb 1993 - Jun 1996</td>
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<td>42</td>
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Candidate CV

Warrior Talent SAP
0123456789
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<th>#</th>
<th>Name</th>
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<th>Age</th>
<th>Qualifications</th>
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<td>Male</td>
<td>52</td>
<td>CA (SA): SAICA</td>
<td>Mar 2019 to date</td>
<td>SAICA</td>
<td>Chief Operations Officer</td>
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<td>3Compl: Honours</td>
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<td>Acting Chief Executive Officer</td>
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<td>May 2012 - Feb 2018</td>
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<td>DEC 2010 - May 2012</td>
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<td>KPMG Limpopo</td>
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<td>Adverse Press Report: No</td>
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BOARD AND AUDIT COMMITTEE MEMBERSHIP

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</tr>
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<tbody>
<tr>
<td>Free State Gambling &amp; Tourism Board</td>
<td>Board member</td>
</tr>
<tr>
<td>African Women’s Movement</td>
<td>Chairman of the board</td>
</tr>
<tr>
<td>Free State Tourism</td>
<td>Audit committee member</td>
</tr>
<tr>
<td>Flamingo Body Corporate (Pretoria)</td>
<td>Trustee</td>
</tr>
</tbody>
</table>

LEADERSHIP QUALITIES

Board Membership

University of Witwatersrand
Tutor: Financial Accounting to first and second year students
Volunteer tutor to Honours students (Wits)

House Committee: Sunnyside Residence (Treasurer)
Volunteer: Counselling and Career Development Unit
Society: Golden Key International Honour Society

University of South Africa
Senior Lecturer: Taxation
Committee: Transformation
Tutor: Voluntary weekend tutor to Taxation Students (Unisa)
Committee member: Talent Acquisition and Management

African Women’s Movement
Founder and Chief Executive Officer of organisation with over 1 000 women specialists

Other
Delivering of talks to targeted audiences:
On issues affecting women professionals - via the AWM
On issues affecting students - via SAICA, AWCA, ABASA

Professional Publications
Accounting South Africa (ASA), Tax Talk
Curriculum Vitae of Refilwe Matenche, CA,SA

I am a young black female qualified chartered accountant whose financial experience commenced in 2009 with training for articles at Ernst & Young. I have collective six years’ experience post articles as an Audit Manager and as a Senior Lecturer in Taxation at the University of South Africa (UNISA). I am also a member of the Golden Key International Honour Society.

I am the Founder and President of the fastest growing non-profit company for African women professionals, the African Women’s Movement (AWM). AWM currently has over 1 000 specialists; including 82 CAs, 32 doctors, 25 engineers, 30 lawyers, 40 entrepreneurs and 2 actuaries and growing by the day. Our mission is to see women participating both at operational and strategic levels in key sectors of the economy and participating in key decision-making platforms. The organisation works with entities such as Sun International, Exclusive Books, Allan Gray, Investec to fulfil it.

In 2013, I founded an audit firm, Consultants, a firm of Chartered Accountants and Business Consultants of which I am the Chief Executive Officer.

I am an audit and risk committee member for the Free State Tourism Board and a board member of the Free State Gambling and Tourism Board where I gained exposure in the public sector and acquired experience in public entity management and governance. I have knowledge and understanding of legislation and policies that govern public finance acquired through the work Thendo Consultants does for the government.

I possess a Bachelor of Accounting degree from the University of Witwatersrand (Wits) and passed both the first Qualifying Examination (QE1) and the Professional Practice Examination (PPE) on first attempt.

I am currently in my second year of an MCom degree in Taxation at the University of Pretoria and I was ranked 7th place in the class of 2015 for the course work. My research topic is titled “Influence on black African chartered accountants’ decision in pursuing a career in academia” and I am collaborating with the South African Institute of Chartered Accountants (SAICA) for the research.

1 www.awmovement.org
PERSONAL INFORMATION

First Name: [Redacted]
Surname: [Redacted]
Date of Birth: 06 March 1984
ID NO: [Redacted]
Residential Address: [Redacted]
 Postal Address: [Redacted]
Contact No: [Redacted]
E-mail Address: [Redacted]
Languages: English (written and spoken), Zulu and Sotho (spoken only)

EDUCATION

Professional Membership: South African Institute of Chartered Accountants
Designation: Chartered Accountant

Professional Membership: African Women Chartered Accountants (AWCA)
Association for the Advancement of Accountants in Southern Africa (ABASA)

Institution: [Redacted]
Degree: Bachelor of Accounting

Institution: [Redacted]
Qualification: Matric

Institution: University of Pretoria – Current studies
Degree: Masters in Taxation
CAREER HISTORY

ERNST & YOUNG
2009-2012

Role: Articles and Audit Manager

Responsibilities
- Managed relations between clients and the firm
- Drew up budgets for engagements
- Managed costs on a continuous basis to ensure these are within budgeted parameters
- Compiled team composition to ensure teams comprise of suitable staff mix
- Allocated work to team members
- Managed engagement deadlines
- Managed team and client deliverables
- Reviewed team’s work

UNIVERSITY OF SOUTH AFRICA
2012-2017

Role: Senior Lecturer – Taxation

Responsibilities
- Marking of tests and examinations
- Compilation of tests and examinations
- Compilation of Tutorial Letters
- Answering student queries
- Conducting research
She is a seasoned Media and Finance professional who holds an MBA from Cass Business School – City University London, coupled with a BCom degree (Accounting) and Higher Diploma in Accounting (HDipAcc or CTA equivalent) from University of Natal Pietermaritzburg and Wits University respectively.

She started her career in Financial Services. Her career spanned across various areas including Private Equity, Mergers and Acquisitions, Investment (Equity) Research, Risk Management, and Investor Relations. She has held positions at PriceWaterhouseCoopers, Rand Merchant Bank, UBS Warburg, Macquarie First South and Investec Bank.

Her specialties include strategy, communication, risk management strategies, financial analysis, investment valuations, investment research, and working knowledge of PFMA, Treasury Regulations, Companies Act and King 3. Her diverse financial services and communications and media career has awarded her the opportunity to gain exposure in the workings of various industries and companies. She is passionate about communications, economic development and finance, with experiences and expertise transferable to varying sectors, industries and roles.

She is a Trustee of the Gauteng Partnership Fund (GPF). GPF is mandated to serve as the financing, development and implementing agent for integrated, sustainable human settlement developments within the five development corridors of the Gauteng City Region.

She served on National Homebuilder Registration Council (NHBRC) council (Board) from 2012 - 2015. She was Chairperson of the NHBRC’s Fund Investment Advisory and Finance committee (FAFC). The FAFC has overall responsibility of ensuring that the warranty assets of the NHBRC are invested appropriately and also ensuring that council adopts Solvency Assessment and Management (SAM) governance structures.

She is also an Employer Appointed Trustee of the Anglican Church Pension and Retirement Funde Board.

She served as an external expert on the University of KwaZulu-Natal's Investments and Liabilities Committee (ILCO). ILCO's activities include authority and responsibility to monitor the investment affairs of the University and responsibility for evaluating, monitoring and approving practices relating to risk due to imbalances in the capital structure.
THENDO CONSULTANTS
2013 - present

Role: Director and Chief Executive Officer

- To direct and control the work and resources of the Company
- To ensure the recruitment and retention of the required numbers and types of well-
motivated, trained and developed staff
- To prepare a corporate plan and monitor progress against these plans
- To provide strategic advice and guidance to the company
- To ensure that the company is aware of developments within the industry
- To ensure that the appropriate policies are developed to meet the Company’s mission
and objectives and to comply with all relevant statutory and other regulations.
- To establish and maintain effective formal and informal links with major customers,
relevant government departments and agencies, local authorities, key decision-makers
and other stakeholders generally, to exchange information and views and to ensure
that the Company is providing the appropriate range and quality of services.
- Prepare, gain acceptance, and monitor the implementation of the annual budget to
ensure that budget targets are met, that revenue flows are maximised and that fixed
costs are minimised.
- Oversee the preparation of the Annual Report and Accounts of the Company and
ensure their approval by the Board.
- Develop and direct the implementation of policies and procedures to ensure that the
Company complies with all health and safety and other statutory regulations.

REFERENCES

__________________________
Former Ernst & Young Senior Manager
__________________________
Former Deputy Chair of Department UNISA
__________________________
Thendo Consultants
Contact details and personal information

Address:

And

And

Mobile
Emails
Fax
DOB: 1 December 1962
ID

Educational qualifications

Matriculated 1980
Bachelor of Arts (UCT) 1992
Master of Philosophy (UCT) 1998
Doctor of Philosophy (UCT) 2010

Skills, experience and capacity

A leadership, activist, political, academic, executive management, company director and
### Professional Development

<table>
<thead>
<tr>
<th>Organization</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>INSEAD</td>
<td>Advanced Valuation Techniques</td>
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<tr>
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<td>Corporate Finance – Value Based Management</td>
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<td>AMBA &amp; Associates</td>
<td>The Export Negotiator Programme</td>
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<tr>
<td>Gordon Institute of Business Science</td>
<td>Designing and Executing your Black Economic Empowerment Strategy</td>
</tr>
<tr>
<td>Unilever South Africa</td>
<td>Unilever Introduction to Business Management Course (IRMC)</td>
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### Additional Information

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
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<tbody>
<tr>
<td>Interests</td>
<td>Reading, Speech and drama, traveling, music, hockey, tennis, swimming</td>
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<tr>
<td>Languages</td>
<td>Xhosa, Zulu, English (fluent)</td>
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<tr>
<td>Technical Skills</td>
<td>Microsoft Office Suite, INET, Reuters, Bloomberg, Major databases</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>Sponsored by Ethos Private Equity 2005 (MBA)</td>
</tr>
<tr>
<td>Membership</td>
<td>Institute of Directors South Africa</td>
</tr>
<tr>
<td>Nationality</td>
<td>South African</td>
</tr>
</tbody>
</table>

### References

- Email: [redacted]
- Mobile: [redacted]
Conducting research and analysing the South African consumer industry, domestic and global economic trends and select JSE listed consumer sector companies

- Presenting equity research on JSE listed consumer goods companies to local and foreign institutional investors. Honoured as 'Top Household Goods Analyst' by a number of companies including Fidelity (London), Rand Merchant Bank and Coronation Fund Managers
- Analysing the economic environment & industry characteristics to identify companies positioned to perform well
- Maintaining constant interaction with senior management teams, industry experts in order to support and sell investment ideas
- Developing and maintaining valuation models and writing company specific research, continually reassessing and adjusting valuations and investment recommendations;
- Preparing upgrades and downgrades on company ratings and presenting the results on the internal morning sales call, followed by marketing these reports to both internal and external clients

Preparing market updates for clients in retail and telecommunication sectors, including presentation of findings & analysis via morning notes
- Member of project teams that pitched M&A proposals for international and local companies in various sectors. Specific roles included valuations, preparing pitch presentations and financial modelling

- Researching, analysing and valuing companies as part of preparing investment and credit reports
- Participating in various projects including refinancing of shareholders loans, structuring and financing Black Economic Empowerment transactions
- Member of the Number 1 Rated M&A team in South Africa

- Auditing industrial and mining companies, including African Rainbow Minerals, Rand Gold, Ingwe Collieries, a subsidiary of BHP Billiton and Toyota South Africa

<table>
<thead>
<tr>
<th>EDUCATION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cass Business School, UK</td>
<td>Master in Business Administration 2008-2009</td>
</tr>
<tr>
<td>University of Witwatersrand,</td>
<td>Postgraduate Diploma in Accountancy 2002</td>
</tr>
<tr>
<td>SA</td>
<td></td>
</tr>
<tr>
<td>University of Natal, SA</td>
<td>Bachelor of Commerce (Accounting) 1999-2001</td>
</tr>
</tbody>
</table>
South Africa

- Supplying, erecting and maintaining billboard advertising in the Buffalo City Municipality
- Marketing Billboards platform to Media agencies, corporates and government
- Managing and Implementing Hluma Outdoor Strategy

Investor Relations
South Africa

- Serve as contact for the company, providing existing and potential investors, financial media and others with an accurate portrayal of the organization’s performance and prospects
- Team reports to the Group CEO and is actively involved in group strategy, group risk, industry analysis and coordinating and managing corporate reporting.
- Assisting in defining investor's positioning on the Johannesburg and London Stock Exchanges by targeting investors to better align with group strategy, in order to improve our shareholder base and garner a fair valuation for the company
- Assisting Capital Markets team with the Bank’s fund raising efforts
- Advise executive management and the company's Board of Directors on market behaviour toward the organization, its peers and the industry, as well as major issues impacting valuation
- Build strong relationships within the organization and across departments to ensure that messaging for executives who speak with financial analysts are relevant and accurate
- External financial services market scanning & analysis
- Playing a role in the evaluation, development and execution of corporate strategic plans and prudent financial initiatives designed to maximize the company’s valuation
- Analysis of divisional and group results
- Coordinating & managing delivery against corporate reporting requirements
- Preparing group interim and annual reports for market release

INVESTEC BANK
South Africa

- Structuring and pricing a range of interest rate, credit and foreign exchange derivative products in various sectors including property, aviation, infrastructure and commodities
- Conducting aircraft purchasing vs. leasing investment analysis for a major South African airline, working closely with group CFO
- Commodities hedging for a platinum mining group working with company management and international commodities counterparties
- Interest rate hedging for property management companies
- Currency structuring for infrastructure project
- Business Development through marketing derivatives products to CEOs, CFOs and Treasury executives of Corporates, Parastatals and institutional clients

ROCTER & GAMBLE
Consultant: MBA Business Research
London

- Supply chain analysis of Fast Moving Consumer Goods (FMCG) Industry in Southern Africa region (SADC)
- Study encompassed an analysis of current players, opportunities and risks; state of finance; market entry alternatives within SADC
- Investigating possible alternatives of building sustainable supply chains in the region
- Analysis of regional infrastructure and future development
PROFESSIONAL EXPERIENCE

GAUTENG PARTNERSHIP FUND
South Africa
2016-
- To support the GPF process of strategic positioning and role alignment to the mandate given to the organisation by the Executive Authority

ANGLICAN CHURCH SOUTH AFRICAN RETIREMENT FUNDS
South Africa
2017-
- Management of retirement funds and compliance with the requirements that apply to these funds;
- Ensure that all decisions and actions are taken according to the retirement fund laws and rules of the fund

UNIVERSITY OF KWAZULU-Natal
South Africa
2015-2017
- Assets
  - The ILCO has authority and responsibility to monitor the investment affairs of the University.
  - Establish the University’s Investment Policy and Strategy for approval by the Council.
  - Set investment mandate for each asset manager
- Liabilities
  - Setting borrowing limits
  - Investigating ways of obtaining cheaper debt or of minimizing the debt cost.
  - Investigating ways of financing University debt using University assets.
  - Investigating ways of refinancing or consolidating debt

NATIONAL HOMEBUILDERS REGISTRATION COUNCIL (NHBRC)
South Africa
2012-2016
- Chairman of Fund and Finance
  - As a committee we have overall responsibility of ensuring that the assets of the NHBRC are invested appropriately
  - Development monitoring of implementation and review of investment policy
  - Recommendations for the appointment of suitable investment consultants, investment managers and investment administrators
  - Ensuring conformance with regulatory standards
  - Monitoring conformance of the NHBRC’s implemented strategy with the investment policy
  - Review of performance of investment managers
- Member of Builder Registrations and Home Enrolment Committee
Past directorships

Proudly South African
Tourism South Africa
International Marketing Council
Union Alliance Holdings & subsidiaries
Izingwe Holdings and subsidiaries
Aberdare Cables
South African Rural Poverty Network
Community Chest Cape Town
Laetoli Advisory Services
Mpumalanga Economic Growth Agency (MEGA)
Nehawu Investment Company (NIC)
Wesgro (The Western Cape Trade and Investment promotion agency)
Mzabalazo Advisory Services
MSP Property Development
Tshedza Trust
Urafieds
Centreville Inc.
PAPAC
ANB

Current activities

Employed as the Chief Operating Officer of NIH.

Currently serving as a director of a number of companies, a political advisor to various political leaders and establishing various companies and projects.

Interests in mining, agricultural, energy, property development and housing development sectors.

Extensive academic, government, business and civil society networks, partnerships and associates throughout the African continent, Europe, China, India, the USA, Australia and in Russia.

Member of cooperatives in the agricultural, cultural industries, publishing and financial services.

Director, Deputy Chair of the Board and Chair of the Audit Committee for Freedom Property Fund, a listed property company.

Director, Deputy Chair of the Board and Chair of the South African Weather Services.

Chair of the board of TheRez Housing Company.
Postdoctoral Research Fellow at UCT, Department of Religious Studies. Coordinating research on religion in post-colonial societies, social cohesion and 20 years of democracy in South Africa from 2012 to 2016.

The Chief Executive Officer of ChinaFia 2012.

Vice-President of the Africa-China Friendship Association from 2012 to 2014.

Coordinator of Communications for the ANC in the Western Cape 2012 to 2013.

Advisor to the Chief Whip of the ANC in Parliament 2013 to 2014.

A director of companies and a consultant 2014 to 2018.

**International work**

Missions to and in:

United Kingdom
USA
Brasil
Australia
China
Cuba
Sweden
Denmark
Norway
France
Netherlands
Germany
India
Italy
Zimbabwe
Swaziland
Angola
Mozambique
Mauritius
Iceland
Canada
Spain
Portugal
Kurdish Human Rights Activist group
Friends of Cuba Society

**Current Employment**

The Chief Operating Officer of NIF since 1 June 2018.
till 2007. This company, started from scratch and capitalized with R1m, grew to have a net asset value of R2.5bn by November 2008. Served as an Executive in the company, responsible for mining, energy and agriculture. Set up the Tshedza Trust for the unions members to benefit from investments and chaired the trust for its first year.

On the September Commission into the future of the trade union movement.

Chairman of the Mpumalanga Economic Growth Agency (MEGA) 2004 to 2006.

Acting CEO of Mpumalanga Economic Empowerment Corporation (MEEC) from April 2005 to the end of March 2006, during which time the agencies-MEEC and the Mpumalanga Investment Initiative were successfully merged to form MEGA. Acted as Chairman of the MEEC and MII Merger Task Team, set up the MEGA Growth and Development Fund that had secured commitments of R1bn.

Founding director of and Acting CEO of Proudly South African (PSA) in 2004 and 2005, holding the fort in the organization during a difficult time after its launch and initial few years of existence.

A founding shareholder of Izingwe Capital.

A founding director and Executive Chairman of Union Alliance Holdings.

(NIH, Izingwe and UAH were/are some of the largest BEE companies in the country's recent history.)

Set up ANB in 2006, one of the largest agricultural companies in South Africa today.

As a Senior Research Manager at the HSRC in 2003/4, managing a study on social cohesion in our country.

As Executive Director of the National Economic Development and Labor Council (NEDLAC) from 1999 to 2003, during which time NEDLAC was successfully consolidated as a strategic organization supported by government, business, labour and a wide range of civil society organizations after a period of suffering a loss of direction and repeated calls for its closure.

Chaired Union Alliance Holdings and its subsidiaries from 1998 to 2000 and was a founder member of the first trade union owned company to be listed on the JSE by the trade unions and the first majority Black owned asset management company, Prodigy Asset Management started up by the trade unions.


Consultant to various organisations and companies, including Fruit South Africa, the National Clothing Industry Bargaining Council and Chenhla Pty Ltd.
research career that spans 39 years.

A wide range of experience, skills and expertise including: general managerial, financial management, project management, facilitation, mediation, arbitration, research and analysis, administration, human resources, trade and development promotion, communications.

More particularly skills are concentrated on project and change management and strategic leadership, focusing on enterprise development, strategic campaigns, communication and human capital development. Extensive experience of work in organizations of a political nature has given unique insight to policies and debates on a broad range of socio-economic issues.

Academic focus is on religion, nationalism, colonialism, post-colonialism, political economy, social dialogue and social cohesion.

Wide experience provides unique networks that stretch into government, business, labour and broader civil society.

Edited a number of books and published numerous articles and essays.

Served as director on boards as a non-executive and as an executive for organizations of both a non-profit and profit-making nature.

Served as an executive director in a number of private, government, political, trade union and non-governmental organisations.

**Work history and previous experience**

Entered politics as a student activist in the 1980s. After spending seven years in exile, returned to South Africa in 1990.

Served as:

Branch Secretary, then as General Secretary of the National Education, Health and Allied Workers Union (NEHAWU) from 1991 until elected to Parliament in 1994.

Representative in the negotiations process at CODESA and on the Transitional Executive Council dealing with Public Service issues.


On the ANC NEC from 1998 till 2007

On the SACP CC from 1995 until 2006, first as a Provincial Secretary, then as an elected member of the Political Bureau and for the last 5 years as National Treasurer.

The Chairman of the NEHAWU Investment Company (NIC), now NIH, from its inception in 1996.
List of publications

"Perceptions, imaginings and practices of collective identities in the transition: National identities and ethnicity in the Western Cape", in Politics in South Africa: From Apartheid to Democracy. Volume 1 of Religion and society in transition, eds. Abdulkader Tayob, Wolfram Weiße, Waxmann Verlag, 1999


Rethinking Regional Development in the Western Cape. PDF, 2007.


References

... (021) 6509111, davidc@iafrica.com.
CONFIDENTIAL

CURRICULUM VITAE

Surname
Names
Postal Address
Phone
E-mail

PERSONAL DETAILS

EDUCATIONAL QUALIFICATIONS

University Attended: University of Natal
Pietermaritzburg

Degree Completed: Bachelor of Science (B.Sc.)

Diploma: Higher Diploma in Education (HDE)
(Post Graduate)

Degree Completed: Bachelor of Education (cum laude)

University Attended: University of Nottingham
Nottingham, United Kingdom

Degree Completed: Doctor of Philosophy

Curriculum Vitae: R. Cassius Lubisi, PhD
EMPLOYMENT HISTORY

1 NAME OF ORGANISATION: South African Communist Party (Natal Midlands Region)

POST HELD: Organiser and Political Education Officer

2 NAME OF DEPARTMENT: Department of Mathematics (University of Durban-Westville)

POST HELD: Coordinator - Academic Development (Jan.-April 1993)

3 NAME OF DEPARTMENT: School of Education (Natal University-Pletemaritzburg)

POST HELD: Lecturer in Education (May 1992-June 2001)

4 NAME OF DEPARTMENT: School of Education (University of Natal, Pietermaritzburg)

POST HELD: Senior Lecturer (Jan 2002 – April 2003)

5 NAME OF ORGANISATION: Department of Education (Pretoria)

NAME OF PROJECT: Development of the National Curriculum Statement Grades 10-12 (Schools)

POST HELD: PROJECT MANAGER AND CHAIRPERSON OF MINISTERIAL PROJECT COMMITTEE (March 2002 – March 2003; Seconded from University of Natal from July 2002, but have been working on project since March 2002)

6 NAME OF ORGANISATION: Ministry Education (Pretoria/Cape Town)

POST HELD: Special Advisor to the Minister of Education, Professor Kader Asmal, MP (April 2003 – April 2004)

7 Department of Education (Pretoria)

POST HELD: Deputy Director-General: General Education and Training (May 2004 – May 2005)
LEADERSHIP ROLES

1. University of Natal Branch and Natal Midlands Regional Chairperson of Azanian the Students Organisation (AZASO, later the South African National Students' Congress – SANSCO – 1985 - 87)


6. Member of Board: Faculty of Humanities, Univ. of Natal (Pmb) (1996-1997)

7. Member of Board: School of Education, Univ. of Natal (Pmb) (1994-2003)

8. Member of Board: Faculty of Education, Univ. of Natal (2001 – 2003)

9. Member of the Management Committee: Univ. of Natal, Faculty of Education (2001 – 2003)

10. Member of the Coordinating Committee: Univ. of Natal, Pietermaritzburg School of Education (2001 – 2003)


CURRICULUM VITAE

Previous Employer: Government

Previous Position Held: 

Reasons for leaving: End of the 5-year contract

Current Status July 2020: Available to assume duty on the 03/06/2020

Name: 

ID Number: 

Date of Birth: 

Nationality: 

Address: 

Cell: 

Marital Status: 

Dependants: 

Religion: 

Drivers licence

---

Employment Details

Former Employer: Department of Transport

Eastern Cape Government: Head of Department, Accounting Officer

Period: 2014-2019

Duties: Administration: Leadership and strategic management, financial management, Supply Chain Management, Human Resource management and development, Capacity Building, Infrastructure and Project Management, Communications and Interpersonal Skills, ICT, legal, labour relations, asset management, maintenance and disposal. Audit, facility management and construction, oversee community based programmes and manage the departmental Budget, stakeholder engagement, IGR and support municipal infrastructure projects. I developed revenue collection strategies, transport department is the biggest revenue collector in the EC by

National Department of Basic Education

Position Consultant Teacher Union Collaboration

Period: 2012-2014

Duties: Designing training programmes for all the teacher unions operating in the
an academic, scientist, industrialist, business executive, a practising architect and urban planners has dedicated his life to working closely with communities in order to develop a high level of interaction and create human living environments, which truly reflect the needs of the people who have participated in their own ongoing development. He spent time as a visiting Professor at Schools of Architecture and Design in Princeton University, Harvard University, University of California Los Angeles, Illinois Institute of Technology, Penn State University, Miami University, Howard University etc.

Past Board of Directors Membership and others
- Advisor Gauteng Provincial Minister of Housing
- Deputy Chairperson Enterprise Finance Department of Trade and Industries
- Member of International Marketing Council of South Africa
- President of Intelligent Transport System Society South Africa
- Board Member National Home Builders Registration Council
- Deputy Chairperson Moses Kotane Institute of Maths and Science
- Head of Architecture Planning & Housing, University of KwaZulu Natal
- Non-Executive Board Member Ots Southern Praca

Awards
- Scroll of Honor by KwaZulu Natal Institute of Architects 2015
- Businessman of the Year 2003/2004 Black Business Quarterly Magazine and BMW
- Nominated - Ernst and Young Auditors World Entrepreneur of the Year

MANIFESTO

brings to the organisation for the benefit of the Shareholders and the society at large:

- High level of Integrity
- Vast knowledge of Corporate governance
- Strategic Thinking
- Knowledge and experience of business operations
- Scientific Research skills
- Experience in creating efficiency in business operations
- Understanding of the global markets
- Grassroot understanding of the needs of underserved communities at all market levels
- Problem solving skills
- Skills in working with people
- Corporate dynamics

1 of 1
Education Sector, manage strike and advise the Executive on challenges in the teaching sector, monitor learner progress in schools, ensure learner support materials reaches the schools, prepare submissions on infrastructure challenges and monitor learner progress amongst the provinces.

Department of Water and Environmental affairs

**Position:** Chief of Staff Providing support on HR matters  
**Period:** 2011-2012  
**Duties:** Overall Office Administration: Dealing with all Co-operate Services Related Matters, Cabinet Memo's, Ministers speeches, support the Minister on political and parliamentary duties, provide legal support and referrals

Department of Social Development  
**Position:** Chief of Staff providing support on the departmental matters  
**Period:** 2010-2011  
**Duties:** Overall Office Administration, cabinet memo's, parliamentary work portfolio committee work, constituency work, provide guidance on submissions by the different institutions funded by social development, SASSA, NPO's and NGO's, provide legal support and referrals

North West Department of Sports, Arts, Culture and Recreation  
**Position:** Head of Department /Accounting Officer  
**Period:** 2007-2010  
**Duties:** Strategic Leadership and management, financial management, supply chain management, capacity building, training and development, human resource development, legal services, ICT, labour relations, infrastructure and project management, conflict management, problem solving, communications, facility management, asset management and disposal, facility management and maintenance, interpretation of Mandates and alignment with provincial and national priorities, prepare cabinet memo's and presentations, support and motivate staff, responsible for discipline and PMDS, Manage staff, Budget and received 3 unqualified Audits for the duration of my term

National Department of Public Service and Administration
**Position:** Director Human Resource Development  
**Period:** 2000-2007  
**Duties:** Development of policies and strategies for training and capacity building of officials in the Public Service, design road shows and workshops to present and train public servants on the latest HRM and HRD policies, ensure alignment with the schools of government and faculties of Public Administration in universities and colleges, established the SAMDI which is called the school of Government today, provide training support to Executives and foreign posted officials, coordinate common wealth programmes between South Africa, China, Singapore, India, Malaysia and the Harvard Senior Executive Programme for Africa. Managed the training of trainers forum for the Public Service. Support the team that did negotiations for salaries at the Bargaining Council, Dealing with special programmes and Gender Mainstreaming in departments. Develop the cabinet memo's on policy directives and amendments on Public Service Regulations Act to Parliament. Provide support to the transformation unit at DPSA. Manage staff and Budget.

**Department of Environmental affairs and Tourism**  
**Position:** Deputy Director Training and Transformation  
**Period:** 1999-2000  
**Duties:** Design and manage training and Transformation programmes for the department and its entities, dealing with the Agentization process of Weather Bureau, Sea fisheries, National Parks and the National Botanic Institute, provide research support in order to manage and respond to international treaties on climate change and Global warming

**Educational Qualifications**

1. University of Cape Town 1990  
   BA Social Science  
2. University of Cape Town 1995  
   Advance Diploma in Educators of Adults  
3. Harvard Business School 2002/3  
   Senior Executive Programme for Africa  
4. Singapore Civil Service College 2003  
   Training of Trainer's for productivity Improvement  
5. University of the Western Cape 2013  
   Post Graduate Diploma in Governance  
6. University of Pretoria, Faculty of 2017  
   Certificate in IDMS, Infrastructure Delivery Management System
KEY COMPETENCIES, SKILLS AND KNOWLEDGE

Strategic Leadership and Management

- I am visionary and a strategic leader, a result driven person, a team player with excellent human and financial management skills. I was an Accounting Officer for the department of Transport in the EC from 2014-2019. I formulated the vision for the department, "Transport is the heartbeat of the Economy in the EC." The Head of department for the Department of Sports, Arts, Culture and Recreation an accounting officer from 2007-2010 in the North West Province.

- I was responsible for setting up the five years Strategy, the Annual Performance Plan and a clear service delivery plan attached to a budget. I have 20 years of work experience as a Senior manager, 10 years as an Executive Manager in government.

- I was responsible for the interpretation of the departmental mandate into key strategic projects aligned to the National Transport Master Plan, so as to ensure that we provide, affordable, reliable and safe modes of transport for our people. I also worked with Department of Economic Development, Environment & Tourism in order to ensure that there is alignment of the provincial priorities and the economic plans with the transport network that has to be designed for the province.

- I had to work with the department of Defense, Public Works and the National department of Transport in building of the MTHATHA airport and the repositioning of the Bisho airport as a logistic hub.

- I had to ensure that there is good governance and prudent financial management, controls and SCM systems which resulted in the department receiving an Unqualified Audit report, for the duration of my term and a clean audit opinion for the department of Safety and liaison as I was overseeing the department for four years in the absence of its own Head.

- I repositioned the department in order to ensure all institutions related to DoT have the capacity to generate revenue as the result I was innovative in identifying units that were ready for commercialization and I ensured that I develop the rates for the payment of services we offered. DoT EC is the biggest revenue collecting department in the province by 63,5% as a result of the work I did in the department. I appointed a company to collect ticket fines, to consolidate the monies received by municipalities from registration, payment of driver’s licenses, the licensing of cars and the funds collected by courts from individuals who are transgressing the traffic regulations on our roads including all the related institutions that Transport provides services to.

- I was responsible for the implementation of the strategic framework of the department and also to oversee the rollout of the operations of the various institutions attached to the department of Transport. I developed a monitoring and evaluation tool in order to manage over end under spending on projects. The department had 8 programmes and 2 state owned Entities.

- I have made twinning partnerships of certain units with other stakeholders in order to advance service delivery efficiently and build capacity. I exposed the law enforcement officers to training programmes quicker and faster by twinning them with (RTMC) Road Traffic Management Cooperation. I worked with all the OEM’s in the Eastern Cape in order to strengthen their delivery capacity to produce cars parts supported import of goods and export of finished products, internationally and in the region.

- I have worked with SANRAL on the mega projects in the EC.

- I had to ensure that the Ministry of Transport responsible for traffic officers and police have a high and visible integrated effort, ethical performance culture and promote social responsibility
on duty and off duty

- I had to strike a balance between the Public sector/Private sector in training the officials in order to be able to serve the people with dignity and ensure that our roads are accessible and safe, our Airports are operating optimally so as to drive the economy of the province.

- I have used the partnerships of our intergovernmental relations to support our service delivery strategies focusing at the service delivery model which targets the municipalities and rural areas.

- I have been Chief of Staff to 4 Ministers in my life, and have also worked as a training and a transformation officer in the department of Environmental affairs and Tourism responsible for the Agentization of the South African weather Bureau, Kirstenbosch and Sea Fisheries. I also advised the Minister on climate change, environmental conservation and the implications of global warming to our society and the economy.

- I was also the Head of department for Sports Arts and culture in the North West Province an accounting officer and I successfully driven the 2010 FIFA Soccer World Cup project.

- I have worked in NGO's whereby their survival depends on introducing new innovations, opportunities, explore markets that will increase the financial viability of the organization to survive. believed as a collective that any idea you bring must be sustainable, generate income and not to become a financial burden to the organization. Most of the work done by NGO's depended on donor funding. The funding from donors can only be channelled if your NGO demonstrates a sustainable and well thought programme that contributes in solving some of the societal ills therefore we had to have good governance structures in place, follow GAAP in order to be given continuous funding for our programmes.

- I have also worked at the Bank and at the department of Public Service and Administration I developed the Model to transfer the roads function from the department of Roads and Public works to the department of Transport. I developed the necessary policies that enabled a smooth transition, taking into consideration the legal framework and the constitution of the country.

- The Roads function is a highly technical infrastructure unit and a research-driven environment, with a lot of expensive technical reports which are done by consultants and had to be interpreted properly in order to ensure the building of a safe transport network in the province is realized.

- I was also responsible for Aviation, with 4 Airports in the Eastern Cape which one of them had to be re-designed and built from the beginning , the Mthatha Airport, I designed a draft sketch of an economic hub to be built on the airport during 2020-2023, this hub was meant to unleash the economic potential of the airport rather than the airport depending on income and revenue from airlines, the buildings to be housed at the hub amongst others was the office park, food court, communications center hotel, conference facilities and a health center which is a requirement for airports.

- I advised the provincial cabinet that we should submit a proposal to build the Wild Coast Meander road which cuts across the coast line, in order to unleash the opportunities in property development, Oceans Economy and tourism. I prepared a 7.7 Billion proposal and submitted it to National treasury for their consideration.

- I started the South African Women in Transport and South African women in construction SMME programme in order to ensure that the youth and young women are part of the stakeholders benefitting from the Transport sector businesses, as this sector was mainly male dominated. Inside the department. The purpose of the focus on developing young women in transport was to respond to the challenges of Gender Based Violence and create financial independency. I increased the appointment of youth and women to 60% so as to ensure that they have a voice in all levels of the organization. I achieved the national target for the appointment of people with disabilities. I signed a parking MOU with the institute of the Blind in Dimbaza so as to ensure that we understand how people with physical challenges cope and not make their plight an event.
Capacity Building and Training

I was the coordinator of the Waikiki and Harvard business school programme which took South African public and private sector executives to be trained at the Harvard Business school in the US on business administration skills, marketing, trade relations, scientific and technical innovations. Amongst others was the use of ICT to solve complex developmental problems. I had to explore training programmes that can assist the engineers to be broad in their approach to infrastructure, myself and my team we attended the (IDMS) Infrastructure Delivery Management Systems programme at the university of Pretoria’s Faculty of Engineering, Built Environment and Information Technology. I was exposed to project management techniques, engineering, ICT programmes and principles. I worked at the Department of Public Service and Administration as a Director from 2000-2007 and I was responsible for training and development for all public servants in the country. I was the chair of the Public Service Trainers forum for 7 years and I developed the HRD strategy for the Public Service the Internship and the Mentorship Programme. I was involved in the development of the capacity building programmes for the unions working with government in the Bargaining Council.

I was exposed in working at the department of Environmental Affairs and Tourism in 1998-2000

Duties: Advising the Minister on issues of transformation and strategic interventions
In order to ensure that the Weather Bureau, Sea fisheries and the National Botanic institute Gardens are able to generate their own revenue, are sustainable through programmes and respond to international treaties and to broader South African societal needs. Advise the Minister on climate change and impacts of global warming in south Africa and the continent at large with a focus on weather patterns that can be a hindrance to agriculture, energy, minerals and the society as a result of the strain they bring with disasters.

Infrastructure and Project management

I attended IDMS Infrastructure Delivery Management System, the courses delivered, Strategic management of infrastructure delivery within Government. The infrastructure delivery management toolkit, legislation related to infrastructure delivery, linking infrastructure with the priorities of government and strategic infrastructure maintenance. The other experience shared was on the delivery of the two New universities, Mpumalanga and the Northern Cape.

- I have managed to take the youth and build their construction capacity so as to renovate the dilapidated sports grounds in the North West ahead of the 2010 FIFA Soccer World Cup. The countries that I was responsible for supporting Botswana and Namibia. The youth obtained a lot of skills which took them away from crime, drug and alcohol abuse through the utilization of the Extended Public Works Programme
- I have an ability of being innovative, design and cost manage complex infrastructural programme
- I have also been part of the design and building of the three Airports, Makhong, Pilanesberg and Mthatha airport; stadia; convention center, the Makhong Archives complex within the stipulated time frames for the
- I introduced the first SA Express flight route from OR Tambo to Mthatha Airport on the 10 December 2018 and the second route flying CT - EL - Mthatha and Mthatha - CT flight was introduced on the 15 of November 2019
- I have a vast knowledge in Aviation, infrastructure, operations, regulations and policies, training of pilots, I have provided a bursary for ten pilots from the EC to be trained at different pilot schools in the country
- I have led the submission of the three big infrastructure projects to be funded through the BFI under FICC, Mthatha Airport Economic Development Hub, Wild Coast Maander and the
Middelburg Multimodal Center.

- The Wild Coast Meander has gone through the first round of the review by the National Treasury.

Financial and Human Resource Management

I have been responsible for the 4 Billion Budget for the department of Transport, 2000 professional staff, 48 Roads consultants and 46000 EPWP workers, I have established prudent financial systems and SCM control measures. I appointed a Director to manage Supply Chain Management because of the complex roads programme tendering system and a person with a legal qualification to deal with the management of government contracts, management and the preparation of signing of MOU's. I did a staff and a qualifications Audit, I am knowledgeable of HR policies, recruitment, selection, transfer, retirement, ICT, Legal services, labour relations, risk management, health and safety, security policy, the use of consultant's policy and the asset management. I worked at the Department of Basic Education in 2012 and was responsible for development and building of the capacity of the 5 Unions in the Education Sector. I studied a Post Graduate Diploma in governance amongst the courses I engaged with is financial management, the budget cycle, SCM, audit, statistics, population demography, GAAP, contracts management, property management, pricing, lease, renting and land redistribution and the protection of state assets, registering and disposal of state assets. The course looked at the King Reports 1-3.

Communications and Interpersonal Skills

I am good a communicator, excellent negotiator and I have good interpersonal skills. I am able to communicate at all levels and work well with teams. I have excellent written and verbal communications skills. I can communicate across the cultures and have a great ability in functioning in a multilingual environment as I have done it successfully during the 2010 Soccer World Cup. I understand stakeholder management, worked well with the unions in the Education Sector where I was employed; I supported and created a platform for community radio's to thrive and learn in the North West during the FIFA 2010 World Cup, organized media briefings and exposed them to training and work international journalists. I have a good understanding of government in all spheres and have worked with communities. I was part of the team that started the Government Imibiza Programme, which is called Public Participation Programme. I have guided the priorities of the EC government with the National mandate. In order to ensure there is proper funding support during the MTEF sitting's I have participated in the bilateral celebrations of Hong Kong, Germany, China, bringing groups and speakers to do performances and I have prepared and presented research papers at conferences and seminars in South Africa. I have worked well with schools and universities. I have hosted 4 Civil Aviation Airshows and career Expo's the last two I hosted them at Mthatha Airport in Partnership with the SA Airforce in 2017 & 2018 the Previous two at Malibongwe airport. Presentation of the business plans to the Legislature and the portfolio committee on Transport, I was instrumental in the strengthening of the Eastern Chamber of commerce and also afforded them time to understand the opportunities for Import and export in the transport sector. Excellent events coordinator, kept a positive media coverage of the department as Head of the department. I was the face of Transport in the Province, developed a Departmental Magazine called the Transporter, produced billboard messages in order to advance road safety awareness to the public. Developed messages to be loaded on social media platforms so as to advise motorists on the danger of speeding. I worked with all the stakeholders in the Mecla, print, radio, television, and I established a video conferencing platform in order to be able to disseminate information to the district offices. I have a passion for ICT, community development work, empowerment of youth young women and children love aviation, aerospace activities, reading about the climate, weather patterns, the different planets and global warming. I have an experience in dealing with infrastructure planning, design and built.
2. EDUCATIONAL DETAILS

3. ACHIEVEMENTS

I developed the 3-year Bally Bridges programme as part of my legacy, in partnership with the department of Public Works and the South African Defense Force. 9 bridges have been built to date out of 15 a 70.7-meter Mantusini bridge is being finalized in FSJ in the 2020 FY. The programme was established as a result of many children drowning and being unable to go to school during rainy days. The elderly could not cross the river due to the dangerous waters that could sweep them away therefore making it difficult for the communities to reach clinics, banks, shops and the social security payment points. I was requested to advise the 9 provinces in SA, Mozambique and Zimbabwe on the Bally Bridge programme so as for them to be able to restore their bridges that were destroyed by the Cyclone IDAI in March 2019. I have successfully led and hosted 4 Airshows in partnership with the SA Airforce, at Mhatha and Mafikeng airport.

4. REFERENCES

Advocate [Redacted], Acting Judge at the Grahamstown high court.
Email: [Redacted]

[Redacted] for the school of Public committee on Transport.
Areas of Expertise

- Strategy Development & Implementation
- Policy Development and Implementation
- People Management and Empowerment
- Change Management
- Financial Management
- Program and Project Management
- IT Knowledge & IT Solutions
- Regulatory Compliance Management
- Stakeholder Engagement
- Business Management
- Pan-African Networking
- Relationship Management

Professional Work Experience

Department of Employment and Labour
Chairperson ICT Advisory Committee

TMT Investments (pty) Ltd
Designation: Executive Director

Dimension Data MEA, Johannesburg, South Africa 2009 - 2019
Designation: Executive Corporate Affairs / Government Relations
Responsibilities:
- Within my role, I establish and maintain strategic relations with key government stakeholders, including the Presidency, Ministers, Premiers, Directors Generals, Ambassadors and Senior Executives of SOEs.
- Assist and advise the Chair of MEA and the Executive Committee in dealings with government stakeholders.
- Provide an advisory service for matters related to government telecoms, as well as ICT-related policy and politics.
- Represent the group in government-related forums, participate in state visits and provide advice on and oversee all key government engagements.
- Conduct research and monitor legislation, tracking situations within the government that could affect the organization.
- Proactively research policies to determine changes that could be advantageous and or might negatively impact the company in the future.
- Conduct both internal and external communications to ensure message continuity.
- Participate in financial matters, including budgeting and management of department finances.
- Network with government officials to convey legislative goals.
- Prepare reports and presentations to deliver to the Exco, provide written talking points and serve as a point of contact for the media.

2005 - 2009
Designation: General Manager – MTN Business

Responsibilities:
- Plessey PTY Ltd is a Dimension Data Company.
- Planned, coordinated and managed all business operations to achieve corporate goals for all MTN business throughout the continent, including Nigeria, Zambia, South Africa and Uganda.
- Developed and implemented business plans for profitability, assisting in budget preparation and expense management activities.
- Developed strategies to improve overall quality and productivity.
- Generated business, cost and employee reports to management.
- Provided direction and guidance to employees in their assigned job duties.
- Determined staffing requirements and ensured that positions were filled promptly, assisting in employee recruitment, training, performance evaluation, promotion and termination activities.
- Managed administrative, logistical, human resources and accounting services to support company operations.
- Identified business opportunities with new and existing customers.

Department of Foreign Affairs (now DIRCO), Pretoria, South Africa

Designation: Chief Information Officer – seconded from SITA

2004 - 2006

Responsibilities:
- Overall leadership and management responsibility for the ICT division.
- Responsible for multi-year planning and budgeting based on the Mid-Term Strategic Framework (MTSF) and Mid-Term Expenditure Framework (MTEF).
- Responsible for planning and managing the rollout of a global WAN infrastructure project connecting all (123) South African embassies.
- Led the modernisation of the entire back office infrastructure of the department, introducing a best practice governance model: MLM.
- Provided a secure "ops room" facility to the President when abroad.
- Ensured that all the employees followed regulations and maintained data confidentiality.
- Managed all operations, including the data centre, computer system operations, computer program development, technical service centre, production scheduling functions and computer system operations.
- Interacted with the executive management team to discuss and resolve problems.
- Provided directions to the authorised employees to increase security of the critical data available.
- Responsible for setting up communications systems for the Pan African Parliament.

SITA, Pretoria, South Africa

Designation: Head of Procurement

Previous Designation: General Manager Client Interface (Government Relations)

2002 - 2004

Responsibilities:
- Oversaw and managed all government IT procurement as per the SITA Act.
- Developed and implemented government ICT purchasing strategy.
- Built and maintained strong working relationships to gain buy-in and engagement with key stakeholders.
- Challenged, enhanced and standardised existing procurement practices across all business units to ensure conformity of approach, generate economies of scale and deliver better value for money.
- Delivered a category approach to ensure the procurement resources aligned with all operational and functional business areas.
- Built and grew the procurement team by utilising strong change management techniques and focusing on people development.
- Led, supported and managed the tendering process for large strategic purchases.
- Maximised profit by tendering contracts and meeting with suppliers to negotiate the best terms of contract.
- Managed the procurement governance process across the business ensuring policy compliance.
- Supported business operations to resolve SLA breaches of contract and provided guidance to resolutions.
General Manager Client Interface (Government Relations)
- Managed relations between the government and SITA, which included representing the company in all government forums and parliament.
- Appointed as part of the team that rolled out the Government Core Communications Network (GCCN), the main communications systems for government across the country.

Department of Communications (now DTPS), Pretoria, South Africa
1. Designation: Corporate Services
Responsibilities:
- Responsible for the overall management of human resources in the department
- Developed performance standards for staff of the department
- Managed training and development of staff development, labour relations.
- Responsible for corporate services, including all procurement functions

Was later tasked with establishing the program management office for the department
2. General Manager Program Management Office
Responsibilities:
- Oversaw all projects within the department, as well as establishing a program management office.
- Within Program Management, the focus was on special projects, setting up 3 flagship institutions, including NEMISA (National Electronic Media Institute of South Africa), Institute for Software and Satellite Applications (ISSA) and Independent Communications Authority of South Africa (ICASA).
- Was also instrumental in establishing the GITO Council.
- Took part in the writing of the Electronic Communications and Transactions Act (ECT ACT)
- Ensured that all projects were aligned with the budget cycle of the department, and that they were delivered timely and within quality standards.

Germiston City Council, South Africa
Designation: Deputy Head of Management Services
Responsibilities:
- Responsible for the entire employee life cycle, which included managing recruitment processes, Human Resources, Labour Relations, Organisational Development, Employee Wellness, and Training and Development.

Gauteng Finance Department, South Africa
Designation: Assistant to the MEC for Finance & Economic Affairs
Responsibilities:
- Assisted in the set-up of the office of the MEC and department from scratch, implementing functions and systems from the old Transvaal Provincial Administration to Gauteng Provincial Government.
- Part of the team that transformed the Advisor for the Gauteng Gambling Board from the old Highveld Racing Association.
- Was later transferred to the Labour Relations Directorate, and assigned to rollout the new Labour Relations Act across the provinces institutions.
- Represented the province in the National Bargaining Council that negotiated conditions of service for government employees.
Education and Career Development

Post Graduate Diploma in Management, UNISA 2019 to present- to complete end of 2020, delayed due to Covid-19 the study program is sponsored by DMV
Certificate Course in Finance for Non-Finance Managers, GIBS, 2009
Certificate Course in PFMA, GSB University of Cape Town, 2000
Certificate in Wireless Communications, Telemobile California USA (sponsored by USTTI), 1999
Bachelor of Social Sciences in Sociology and Politics, University of Cape Town, 1994
Political Economy and Philosophy Diploma, Academy of Social Sciences and Management Sofia, Bulgaria, 1988
Senior Certificate, Tsakane High School, 1982

Computer Literacy

Microsoft Office: Word, Excel, PowerPoint

Languages

IsiSwati, IsiZulu, isiXhosa, Sepedi, SeTswana, SeSotho and English

References

(1) Former [redacted] and former [redacted]
(2) Former Manager in the office of the DG Department of Communications
Former [redacted] and former [redacted]
(3) [redacted]
Areas of Expertise
Public Sector Experience – Strategic Advisor – Pan-African Networking – Stakeholder Engagement & Management – Corporate Governance – Business Management – Pre-Sales Strategies

Keys to Success
Motivation – Integrity and Ethics – Measurable Performance Expectations – Detail Oriented – Continuous Improvement – Tenacity – Respect – Trust – Strong Purpose – Commitment

A high-performing and talented professional with an extensive network, strategic thinker who executes strategies in line with core business needs, resulting in a unique, innovative and results-driven approach to the analysis and management of strategic relations within the corporate environment.

... excels in empowering and building capabilities in key stakeholders through the development and implementation of effective and realistic strategies. As a diplomatic problem solver and an exceptional networker, he provides successful solutions through an all-encompassing management approach.

Executive Summary
As a pioneering individual, who welcomes challenges... possess excellent interpersonal and communication abilities, as well as exceptional networking skills, which are paramount in his ability to achieving results. His mission is to add value to an organisation that is compatible with his own values and objectives.

Career Summary
After spending time in exile as a member of Umkhonto we Siza where he rose through the ranks to become the Head of the Military Police, Elijah returned to South Africa to complete his Bachelor of Social Science Degree in Sociology and Politics at the University of Cape Town. Following this he took a role with PG Bloor as a Training Manager, before moving to the Gauteng Finance Department into a role as Assistant to the MEC for Finance and Economic Affairs, where he was involved in the setup of the department and acted as an advisor for the Gauteng Gambling Board. In 1997 Elijah was offered a position as Deputy Head of Management Services with the Gormiston City Council. He was offered an opportunity at the Department of Communications (DOC) now Department of Telecommunications and Postal Services. Elijah initially took on a corporate services role, which included human resource management, training and recruitment as well as procurement, and later moved into program management where he focused on special projects to set up flagship institutions. He was instrumental in the setting up of the team that established ICASA (Independent Communications Authority of South Africa), as well as the setup of NEMISA (National Electronic Media Institute of South Africa), providing training in software and ensuring all regulations were adhered to. He also led a team that established the Institute for Satellite and Software Applications (ISSA), who’s focus was to develop satellite and software engineering skills in the country.
In 2006, [REDACTED] took a role with SIYA as General Manager within a Client Interface and Government Relations division. His role was primarily focused on managing relations between SIYA and various government stakeholders, including parliament. Due to his past experience in procurement, he was transferred to be Head of Procurement before being seconded to the Department of Foreign Affairs as Chief Information Officer. Within this role, [REDACTED] was responsible for planning and managing the rollout of a global WAN infrastructure connecting all South African embassies, and leading modernization of the department’s entire back office infrastructure worldwide.

In 2006, Flexxel PTY Ltd (a Dimension Data company) offered [REDACTED] a role as General Manager to lead the rollout of Dimension Data across Africa, where he planned, coordinated and managed all business operations in countries including Nigeria, Zambia, South Africa and Uganda. He then promoted to his current role within Dimension Data MEA, as Executive Corporate Affairs and Government Relations. Within his role, [REDACTED] is required to establish and maintain strategic relations with key government stakeholders, providing an advisory service for matters related to government telecoms, and ICT-related policy and politics. He represents the group in government-related forums, participates in state visits and oversees all key government engagements. In addition, [REDACTED] has expertise in pre-sales strategy and IT solution development, with the ability to articulate needs and solutions at an executive level.

[REDACTED]'s career has seen him establish a global network and enhance his skills in stakeholder management. He provides a significant contribution to the long-term sustainable growth of any establishment through his impeccable understanding of politics and business. His implementation skills are forefront in overall organisational development, and his involvement in projects ensures groundbreaking improvement in relationship development and maintenance. With a commitment to integrity and a high standard of excellence, [REDACTED] is a leader who continuously delivers beyond expectation through his unparalleled business sense and networking ability.

In March 2015, [REDACTED] joined TMX Consulting as a founder with other colleagues. TMX Consulting aims to specialize in design and implementation of cyber security and other IT-related solutions.

Chairperson of the ICT Advisory Committee of the Department of Employment and Labour

Over the last twenty years, [REDACTED] has engaged with a number of international organizations like:
- International Telecommunications Union (ITU)
- Internet Corporation for Assigned Names and Numbers (ICANN)
- International Standards Organization (ISO)
- World Information Technology and Services Alliance (WITSA).

Business Models:
- Information Technology Infrastructure Library (ITIL)
- ISO/IEC 27001 Information Security Standard

Personal Details:
First Name: [REDACTED]
Middle Name: [REDACTED]
Surname: [REDACTED]
Citizenship: [REDACTED]
Marital Status: [REDACTED]
Interests: Passionate about technology, skills development and agriculture
Health: In good health

Directorships: [REDACTED]
LIST OF FORUMS APPEARED

- Member of the Law Society of the Northern Provinces
- Member of the South African Society for Labour Law
- Member of the South African Women Lawyers Association (SAWLA)
- Member of the Institute of Commercial Forensic Practitioners
- Member of the Association of Certified Fraud Examiners of South Africa

FIELDS OF SPECIALISATION

- Labour and Employment Law
- Regulatory Law
- Procurement Law
- Pension Fund Law
- General High Court Litigation

EXPERIENCE

Faathima is a Director and heads the Employment and Employee Benefits Practice at RW Attorneys. She specialises in Employment Law, Employee Benefits Law, Regulatory Law and Litigation.

Faathima has extensive experience in all aspects of Employment Law, across the private and public sectors, appearing in all the Labour forums, including the CCMA, various Bargaining Councils, the Labour Court, the Labour Appeal Court and the High Court. Faathima also presents training on various aspects of Employment Law.

Faathima’s focus areas involve advising Executive and Non-Executive Management within Boards, Statutory Councils and Statutory bodies on all aspects of Administrative Law, Public Finance Management Act, Supply Chain Management processes, Regulatory and Interpretation, Procurement and Labour related issues. She is part of the in-house appearance team at the firm and appears in the High Courts and Labour Court. Faathima is also the Employment Equity Officer at the firm.

Faathima was 1st runner up Waza Award for Labour Law 2019.

Faathima also renders services at the Labour Law Clinic at the Pro-Bono Organization.
2004 – 2004
POST GRADUATE DIPLOMA IN PUBLIC ADMINISTRATION
University of Fort Hare

Courses passed
- Introduction to Governance / Public Administration
- Research Methodology
- Leadership & Public Sector Management
- Administrative Theories
- Information Technology for Public Sector Managers
- Human Resource Management
- Public Financial Resource Management
- Project Management
- Local Government & Administration
- Development Management
- Inter-governmental Relations

1991 – 1994
BA Hons Development Studies
University of East Anglia, England

Courses passed
- Principles of Economics
- Principles of Sociology and Anthropology
- International Economic Relations
- Gender Divisions in Development
- Principles of Politics

Passed with Second Class Honours – Division Two

Dissertations
- Labour Migration Policy in South Africa – Present, Past and Future

1990 – 1991
Diploma in Development Administration
The South Devon College of Arts and Technology, Torquay, England

Course passed
- Management
- Information and Data Processing
- Economics
- Law
- Politics
- Sociology

Passed with First Class

Dissertation
UNEVEN DEVELOPMENT BETWEEN RURAL AND URBAN SOUTH AFRICAN WITH PARTICULAR REFERENCE TO EMPLOYMENT OPPORTUNITIES
## CURRICULUM VITAE

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Your contribution to the global knowledge of accessibility greatly added significant value to the expert meeting, as well as to on-going efforts of the United Nations in improving policy frameworks and standards relating to inclusive development, including disability-inclusive disaster and emergency management.

The report of the Meeting will be prepared with your inputs and we will keep you informed of progress these coming weeks.

We would be grateful for any reflections you may have on the expert meeting and inputs for the resource material entitled “Accessibility: Implications for Sustainable and Equitable Development for All”, the draft of which was posted before the meeting at the following link: (http://www.un.org/development/desa/disability/2012_accessibility_resource_paper.doc). We would also welcome your ideas for strengthening the global network of experts on accessibility and ICT.

Looking forward to our continuing collaboration,

Yours sincerely,

[Signature]

Secretariat for the Convention on the Rights of Persons with Disabilities

---

General Manager, Consumer Affairs
Independent Communications Authority of South Africa
Johannesburg, South Africa

it is my pleasure to appoint you to serve on the Digital Dzonga Advisory Council from until

The Digital Dzonga operates through a non-executive council that oversees the implementation of the Broadcasting Digital Migration process, conduct consumer education and raise awareness on digital migration and its related processes, and advise me accordingly.

I trust that your expertise and experience will be a valuable contribution to the work of the Digital Dzonga.

Yours sincerely

2008 – 08 – 01
EDUCATION QUALIFICATION

University of the Western Cape: 1997

The Institute for the Advancement of Journalism: 2007

The Institute for the Advancement of Journalism: 2007

Vaal University of Technology (PALAMA): 2010

Nelson Mandela Metropolitan University: 2012

University of the Witwatersrand: 2013

Stellenbosch University: 2015

The Da Vinci Institute for Technology Management: 2018

WORK EXPERIENCE

SOUTH AFRICAN SOCIAL SECURITY AGENCY

Development and Implementation of the SASSA Constat. Overall Management of the Agency Campaigns and events. Liaise with stakeholders and write speeches for the CEO and Exco members. Management of media Liaison, Brand Marketing and Public Relations Units.

SOUTH AFRICAN SOCIAL SECURITY AGENCY

Organize press conferences, interviews networking sessions for Exco, write articles opinion pieces, notes and letters to the Editor. Organize any form of Communication opportunities for Exco members. Communicate the implementation of public commitments made by Exco members and input in speech. Responsible for internal and external newsletter
Geneva, 15 July 2013

Subject: ITU Workshop on Environmentally Sound Management of E-waste (Durban, South Africa, 9 July 2013)

Dear [Name],

On behalf of the ITU, I would like to express my utmost gratitude to you for actively contributing to our Workshop on Environmentally Sound Management of E-waste.

Your talk gave participants an invaluable insight on the topics discussed, and your participation greatly contributed to the success of the workshop.

The summary report and the conclusions of this workshop are published at: http://www.itu.int/en/ITU-T/Workshops-and-Seminars/sound-management2013/default.aspx

I would like to reiterate my deep appreciation for your participation and look forward to continuing our successful collaboration in future events.

Yours sincerely,

[Name]
Director of the Telecommunication Standardization Bureau
This is to certify that the

BEST TELEVISION PRODUCTION AWARD

has been conferred upon

for the programme

in the category

TV3 VARIETY

for the month of

4.11.88

PROGRAMME MANAGER

DATE

HEAD OF DEPARTMENT
This is to certify that

[Redacted]

has been awarded the

[Redacted]

for

his continuous outstanding contribution

in planning and coordinating of [meriting]

in the category

[Redacted]

over the period

[Redacted]

04.03.1998

Programme Manager

[Signature]

[Redacted]

[Signature]

Head of Department

[Signature]
THE THOMSON FOUNDATION

CERTIFICATE

This is to certify that

[Name redacted]

has completed a special course in
"Television News Reporting"
held by The Thomson Foundation at the
South African Broadcasting Corporation's
regional office in Pretoria, South Africa
from 21st to 25th November 1994.

[Signature]

Organised by the Television Journalism Training Department
CERTIFICATE
OF ATTENDANCE

This is to certify that

[Name]

Attended

[Date]

[Signature]

TOKISO
DISPUTE SETTLEMENT

[Stamp]
ExecuPrime Training

Certificate

This is to Certify that

[Name]

has successfully completed a programme in

[Programme]

for the Period

5 DAYS

Date of Issue

[Date]

Serial Number

[Serial Number]

[Signature]

[Seal]
CERTIFICATE OF COMPLETION

This is to certify that

[Redacted] successfully completed a course on

[Redacted]

Johannesburg, South Africa 2015-07-30

On behalf of BSNL  On behalf of ICASA  On behalf of CTO

M. C. Chaudhry  Dineo Mathabedi  Dr. Ekwow Spiro-Garbah
Senior General Manager  Acting General Manager HR  Chief Executive Officer
This is to certify that

[Redacted]

has attended the

Gordon Institute of Business Science
University of Pretoria

at the

2013-07-20
GA POST OFFICE

Sign. [Signature]

20 - 24 May 2013

Professor Nick Bondar
Director

Date
CERTIFICATE OF COMPLETION

This is to certify that

[Name] successfully participated in and completed a one week

Cedar Park Conference Centre, Woodmead, RSA

In Association with

ICASA

On behalf of Alliances Consulting Group Inc.

2019-07-CTO

SAPOL Office

[Signature]

On behalf of

Dr. Elwowe-Spio Garbrah

Chief Executive Officer

Karl Hentschel, B.Eng. BA

Facilitator
The United States Telecommunications Training Institute

The United States Telecommunications Training Institute of Washington, D.C. hereby certifies that

[Redacted]

has successfully completed a course of instruction in

[Redacted]

Sponsored by

[Redacted]

Washington, DC

Michael R. Gardner

USTII Chairman of the Board
having satisfactorily completed the approved course of study and the prescribed assessment has been awarded this
in the Faculty of the Built Environment.

REGISTRAR
This is to certify that

[Redacted]

has been awarded the degree of

Master

of

[Redacted]

having successfully completed the necessary studies delivered by
Buckinghamshire Chilterns University College through arrangements
with MANCOSA in the Republic of South Africa

2019-07-05

Director

Francois Tette

Academic Registrar
University of South Africa

We certify that

[Redacted]

having complied with the requirements of the Act
and Statute, was admitted to the degree of

[Redacted]

at a congregation of the University

[Redacted]

Vice-Chancellor

Dean

[Stamp]
The Council and the Senate of the RAND AFRIKAANS UNIVERSITY hereby certify that the degree

[redacted]

with field of study

[redacted]

with all its associated rights and privileges has been awarded to

[redacted]

under the Act and in accordance with the Statutes of the University at a congregation of the University.

27 MARCH 1997
Johannesburg
ID 87110225-0009

[Signature]
Registrar (Academic)
The Council and the Senate of the RAND AFRIKAANS UNIVERSITY hereby certify that the degree

MAGISTER ARTIUM

with field of study

with all its associated rights and privileges
in accordance with the Statute of the University
has been awarded to

at a congregation of the University.

2019-07-25

[Signature]

Vice-Rectors (Amalank)
BUCKINGHAMSHIRE COLLEGE

This is to certify that

[Name redacted]

has been awarded the

[Qualification redacted]

in

[Subject redacted]

having successfully completed the necessary studies delivered by
Buckinghamshire College through arrangements with MANCOSA
in the Republic of South Africa

[Signature]
Director

[Signature]
Clerk to the Governors
This is to certify that

[redacted]

has gained the postgraduate award of

[redacted]

having successfully completed the necessary studies delivered by Buckinghamshire Chilterns University College through arrangements with MANCOSA in the Republic of South Africa

[Signature]

Director

[Signature]
This is to certify
that

[Redacted]

has successfully completed the

[Redacted]

at the

[Redacted]

28 February 2014

Date

[Redacted]

Sign

[Redacted]
WORK EXPERIENCE

ADMINISTRATION BOARD
NORTHERN TRANSVAAL

: Employed as the Sport Organiser
[1977-1980]

: Employed as Senior Sport Organiser
[1981-1983]

SOUTH AFRICAN BROADCASTING CORPORATION

: Employed as Junior Producer
[1983-1986]

: Employed as Producer
[1987-1988]

: Employed as a Senior Producer
[1989-1995]

: Employed as Specialist Producer
[1995-1997]

COMMISSION ON GENDER EQUALITY (CGE)

: Employed as Head of Department: Public Education & Information (Senior Management Level)
[1998-2007]

INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA

: Employed as General Manager Consumer Affairs
[2007-2014]

I have devoted all the time to my PhD studies from 2014 to date.

NETWORKING

PUBLIC SECTOR

: Established network with Senior Officials in Government
<table>
<thead>
<tr>
<th><strong>PRIVATE SECTOR</strong></th>
<th>Established network with the Senior and Executive Officers in the Private Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CIVIL SOCIETY</strong></td>
<td>Established network with Civil Society Organisations</td>
</tr>
<tr>
<td><strong>REGULATORS OF COMMUNICATIONS</strong></td>
<td>Established network with Communications Regulators in Southern African Development Community</td>
</tr>
<tr>
<td><strong>ICT INDUSTRY</strong></td>
<td>Established network with Key stakeholders in the ICT industry nationally and internationally</td>
</tr>
<tr>
<td><strong>G3ICT</strong></td>
<td>Established network with G3ict, i.e. USA International NGO that collaborate with the UN to promote mobile accessibility by Persons with Disabilities in the world</td>
</tr>
<tr>
<td><strong>INTERNATIONAL REGULATORS FORUM</strong></td>
<td>Established network and working relations with the International ICT Regulators</td>
</tr>
<tr>
<td><strong>INTERNATIONAL TELECOMMUNICATIONS UNION (ITU)</strong></td>
<td>Established network with the Executives and Senior Officials of the International Telecommunication Union (ITU)</td>
</tr>
<tr>
<td><strong>UNITED NATIONS</strong></td>
<td>Established network with the Executive of the UN Department of Economic and Social Affairs</td>
</tr>
</tbody>
</table>
REFERENCES

1. 

2. 

0.
This is to certify that

(7304205412082)

has successfully completed the module

Political Science: Public Administration Leadership and Management, Academy (PALAMA) and VUT University of Technology

Course: POL 20

Grade: 85

2011-09-15

PALAMA: Director-General

VUT: Vice Chancellor & Principal

Your world to a better future
This is to certify that

[Redacted]

has successfully completed the module

**STRATEGIC HUMAN RESOURCES MANAGEMENT (SHRM)**

offered jointly by the Public Administration Leadership and Management Academy (PALAMA) and Vaal University of Technology

NQF Level 8
Credit Points: 20
2011-09-15

PALAMA: Director-General
VUT: Vice Chancellor & Principal

Your world to a better future
THE INSTITUTE FOR THE ADVANCEMENT OF JOURNALISM
9 Jubilee Road, Parktown, Johannesburg 2193, South Africa

Accredited by Services and MAPP SETAs

has completed a course on

Setting Up A Media Strategy

in Johannesburg, 23 - 25 April, 2007

Jacob Ntsangase
Executive Director, IAJ

Felicity Levine
Course Facilitator
### F. References

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleague</td>
<td></td>
</tr>
<tr>
<td>Non-Executive Board Member of Broadband Infra &amp; Passenger Rail Agency of SA</td>
<td></td>
</tr>
<tr>
<td>(Former DG of Economic Development)</td>
<td></td>
</tr>
<tr>
<td>Head of National Traffic Police</td>
<td></td>
</tr>
<tr>
<td>Road Traffic Infringement Agency (RTIC)</td>
<td></td>
</tr>
<tr>
<td>349 Mitch-Jones Avenue</td>
<td></td>
</tr>
<tr>
<td>Eco-Olgián</td>
<td></td>
</tr>
<tr>
<td>Centaura</td>
<td></td>
</tr>
<tr>
<td>0158</td>
<td></td>
</tr>
<tr>
<td>(Former Acting National Commissioner of Correctional Services)</td>
<td></td>
</tr>
</tbody>
</table>
### D. Qualifications

| Master of Policy Studies | Courses:  
| Fort Hare & University of Zimbabwe, under South African Regional Institute for Policy Studies (ARIPS) - 2000  
| Dissertation:  
| Economic Analysis and Development (Passed with merit), Governance and Public Policy Making, Regional Integration and Cooperation, Climate Change & Policy, and Social Policy  
| Higher Diploma in Journalism:  
| Rhodes University - 1992  
| Bachelor of Arts:  
| Unisa - 1990  
| Courses:  
| Corporate Communication (News writing, Radio Journalism, Layout and Design, Media Law)  
| Communication, Sociology, Ethics, Political Science, Psychology, Communication Law, English A1

### E. Training – Diplomas and Certificates

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Management Development</td>
<td>Wits University for Correctional Services Executive Managers</td>
</tr>
<tr>
<td>Project Management</td>
<td>Wits University</td>
</tr>
<tr>
<td>Management Development</td>
<td>Executive Education</td>
</tr>
<tr>
<td>Advanced Radio Reporting</td>
<td>Nordic SADC Journalism Centre (Namibia)</td>
</tr>
<tr>
<td>Radio News and Current Affairs</td>
<td>Institute for the Advancement of Journalism with Deutsche Welle Radio</td>
</tr>
<tr>
<td>Media Handling</td>
<td>Institute for the Advancement of Journalism</td>
</tr>
<tr>
<td>Forensic Investigation</td>
<td>Premier's Office Tender Committee chairperson</td>
</tr>
<tr>
<td>Supply Chain Management</td>
<td>Parliament's BID Specifications Committee Co-Chairperson</td>
</tr>
<tr>
<td>Labour Law in the Public Service</td>
<td>Commission for Conciliation, Mediation and Arbitration of South Africa (CCMA)</td>
</tr>
</tbody>
</table>
C. Work Experience

<table>
<thead>
<tr>
<th>Date</th>
<th>Position</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2016 to date</td>
<td>Section Manager, Media and Stakeholder Relations</td>
<td>Parliament of the Republic of South Africa, Cape Town</td>
</tr>
</tbody>
</table>

**Core function**: Responsible for policy, strategy development and implementation covering overall communication, media, stakeholders, event management, brand, and development communication.

<table>
<thead>
<tr>
<th>Date</th>
<th>Position</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2004 - May 2011</td>
<td>Deputy Commissioner of Communication</td>
<td>Department of Correctional Services, Pretoria</td>
</tr>
</tbody>
</table>

**Core function**: Served as a Spokesperson and Head of Communication, responsible for media, marketing, public relations, and internal communication.

- Led strategy development and execution, campaigns, and project management. Awarded Communicator of the Year in 2005 by GCIS.

<table>
<thead>
<tr>
<th>Date</th>
<th>Position</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2013 - May 2014</td>
<td>Media Liaison Officer</td>
<td>Ministry of Economic Development, Pretoria</td>
</tr>
</tbody>
</table>

**Core function**: Served as Spokesperson, a communication advisor, a communication strategy developer and driver, led the Provincial Infrastructure Coordinating Committee’s (PICC) profiling strategy, and leader in communication content including Speeches/Statements/media releases, etc.

<table>
<thead>
<tr>
<th>Date</th>
<th>Position</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2011 - Feb 2013</td>
<td>General Manager of Communication</td>
<td>Office of the Premier - Eastern Cape</td>
</tr>
</tbody>
</table>

**Core function**: Served as Spokesperson of EC government, leader of communication strategy development and implementation, advisor, fundraiser, campaign/project initiator and driver. Promoted to Director of Media Services in 2013, after serving as Deputy Director-Media Services from 2009. Retired.

<table>
<thead>
<tr>
<th>Date</th>
<th>Position</th>
<th>Employer</th>
</tr>
</thead>
</table>

**Core function**: Served as executive producer of news and current affairs, talk-show host (having hosted President Mandela and who's Who in SA political landscape). Awarded Best Reporter of the Year in 1996.
ABRIDGED CURRICULUM VITAE: PRIVATE & CONFIDENTIAL

Name
Nativity

A. Contact Details

Residential:
Tel/Telephone:
Email address:
Work address: Parliament of South Africa, 36 Plein Street, Cape Town, 8001

B. Competencies

Leadership

- Parliament's representative in the Legislative Sector Communicators Forum and championed the development of a sector strategic framework for communication.
- Chairperson of Standard Media Body Corporate, Co-chairperson of Parliament's Bid Specifications Committee.
- Chairperson of Masifisa Students' Association in Zimbabwe.
- Regional Secretary of the Association of Democratic Journalists (ADJ – Border Region) represented ADJ in the Radio Freedom Initiated Judicial Freedom of the Airwaves Conference in Netherlands.
- Chairperson of a communications committee of Zone 10 – Pretoria East – of the African National Congress that developed a communication strategy for 2016 elections.
- Other: Secretary of Communications Conference, Resolution Committee in Kenya, Board Member of Public Relations Management Board for Border Technician, Board Member of Border Council of Churches Rural Development Programme representing Inter-Church Youth, Coordinator of speech writing team for Correctional Services Conference in Zambia, etc.

Strategic management

- Part of Parliament’s strategic planning section of the senior management.
- Communications strategy development, execution as well as monitoring and evaluation in various institutions including: Eastern Cape Premier’s Office (EC-DTP), Ministry of Economic Development (EDD), Correctional Services (RCS), Parliament of South Africa and SA Legislative Sector. All these produced great outcomes as measured internally and independently.

Financial management and fund raising

- Managed budgets worth R 100 million as Head of Communication in various institutions.
- Conceptualised new projects / campaigns and fundraised within public sector, across stakeholders/parties, and from donor communities to drive successful execution. These
ABRIDGED CURRICULUM VITAE: PRIVATE & CONFIDENTIAL

- Driven policy and standard operating procedures for events, conceptualization, and execution of flagship corporate events. Highlights include: State of the Nation Address (leading communications in 2017, 2018 and 2019), Premier's Excellence Awards, Corrections Excellence Awards, State of the Province Addresses, Budget Vote speech campaigns, Inscriptions of Values on Parliament's chairs, etc.

- Championed outcomes-based market research in EC, Economic Development, Contractual Services and Parliament. These covered public perceptions, stakeholder satisfaction index, and net reputational score in media, which helped in evidence-based strategic planning, execution, monitoring, and evaluation (overcoming resistance).

- Through exemplary and servant leadership, across the workplace, workers/staff was inspired and empowered to believe in themselves and the positive possibilities. Facilitated skills development and improved performance management.

- Developed stakeholder engagement strategies and programme solutions in EC, EDB, DCS, and Parliament. Introduced improved means of engaging stakeholders, service charters, stakeholder satisfaction index and interventions to improve relations.

- Led major projects and campaigns include: People's Forum outreach, installation of the State-of-the-Art Tele-Vision Conference Centre, Excellence Awards in EC-OTP, DCS, Mandela-Sisulu Centenary Celebrations, 20-year celebrations of Corrections and Presidential Infrastructure Coordinating Commission (PICC) progress, SONA, etc.

- Institutional performance reports, annual reports, State of the Province and Budget Vote Speeches, Issue Management Frameworks, speaking notes and multipart-questions from the Floor.

The Chief Director
Human Resources
Government Communication and Information System (GCIS)
Private Bag X745
Pretoria
0001

Dear Sir

RE: APPLICATION FOR THE POSITION OF DIRECTOR-GENERAL: REF NUMBER-3/1/5/1 – 19/43

I wish to declare my availability for consideration in filling the advertised position of Director General of Government Communication and Information System (GCIS), that was advertised in the Sunday Times of 14 July 2019.

I trust that my relevant educational qualifications and extensive experience, place me in good standing for consideration in filling this very critical position at GCIS and in government, particularly during this critical phase in the evolution of South Africa. These include a Masters Degree in Policy Studies, and over three decades of relevant experience in the communications industry. Twenty years of this experience has been at senior and executive management positions in the public sector, including Parliament, Ministry of Economic Development, Correctional Services and the Office of the Premier in the Eastern Cape.

Over these years, I have been at the forefront of developing and successfully implementing comprehensive communication strategies, innovative programmes and campaigns, optimising Information and Communication Technologies, as well as mobilising stakeholders to collaborate to increase the scope, reach and impact of communication efforts.

I have gained and grown in many respects over the years, and I am more than ready to take up a greater responsibility as tabulated in the advertisement for the Director-General of GCIS.

I have attached my curriculum vitae for your consideration.

Kind regards,

[Signature]
die volgende kursus suksesvol voltooi het
successfully completed the following course

PROGRAMME IN NATIONAL PAYMENT SYSTEMS

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

From the period 26.01.2015 - 29.01.2015

Piet Ndidi,
Director/Direktur USB

Erik Landman
Chief Executive Officer -
Hoof-Execuitiewe Beampte

University of Stellenbosch Business School
Dean, Faculty of Commerce, Law & Management

(please insert)

Social Theory

has met the minimum requirements for competence in

from 04 March 2013 to 30 August 2013

This is to certify that

Faculty of Commerce, Law & Management

Certificate of Competence

JOHANNESBURG

UNIVERSITY OF THE WITWATERSRAND

Date of Issue: 05 September 2013

Head, Graduate School of Public and Development Management
THE INSTITUTE FOR THE ADVANCEMENT OF JOURNALISM

9 Jubilee Road, Parktown, Johannesburg 2193, South Africa

Accredited by Services and MAPPP SETAs

has completed a course on

**Handling the Media**

in Johannesburg, 29 January - 02 February, 2007

Executive Director: IAJ

Felicity Levine
Course Facilitator
SKILLS ACQUIRED

- Organizational
- Managerial and Group dynamic
- Leadership & Facilitation
- Negotiations & Facilitation
- Computer
- Writing & Public Speaking
- Planning workshop
- Dealing with pressure
- Assertive & Communication

WORK EXPERIENCE

Personal Advisor to the Chairperson of Committees
Gauteng Provincial Legislature

Provide advice with regard to Provincial and NCOP Legislation, Public Participation and Oversight in the Office of the Chairperson, Leader of the House, Chief Whip and the Speaker. Critic the Media and brief the Chairperson, where possible prepare a response on behalf of the Chairperson. Write speeches and briefings for the Offices mentioned above. Liaise with Parliamentary Constituency Office and brief the Offices Above for day to day Developments.

Spokesperson (National Executive Committee)
African National Congress Youth League

Coordinate the press conference on behalf of the ANCYL. Write speeches and represent the ANCYL where necessary.

UNIVERSITY OF JOHANNESBURG

Topic: The role of Social Security in Poverty alleviation

Secretary for Political Education (National Executive Committee)
South African Student's Congress

UNIVERSITY OF THE WESTERN CAPE

SOUTH AFRICAN STUDENTS CONGRESS

UNIVERSITY OF THE WESTERN CAPE

REFERENCES

1. [Redacted]
Gauteng
(011) 312 5542

2. [Redacted]
[Redacted]
(011) 482 9111

3. [Redacted]
(Member of Parliament)
Deputy Minister
Cooperative Governance
and Traditional Affairs
012 427 8575

University of the Western Cape

The

[Blurred text]

was awarded to

[Blurred text]

an

[Blurred text]

Registrar

Vice-Chancellor
innovation, problem solving skills and analysis attributes. Be client and customer oriented and be computer literate. Excellent communication skills, both verbal and written. Analytical thinking and research skills. Strategic thinker / leader / manager who can operate at various levels and in a complex stakeholder environment. Sound knowledge of the political economy in terms of the ICT sector.

**DUTIES:**

Reporting to the Minister, the Director-General will be responsible for providing strategic leadership and direction in delivering the mandate of the Department. He/she will: Provide overall strategic leadership of the department to achieve the strategic goals and outcomes of the department. Act as the Accounting Officer of the department in ensuring that the resources allocated to the department are optimally used to achieve the strategic objectives of the department. Coordinate and facilitate an affordable broadband access throughout the Republic, particularly in under-serviced areas (rural and townships) in line with SA Connect. Coordinate and facilitate the implementation and completion of BCM. Facilitate and coordinate the development of an inclusive information society and knowledge economy through the comprehensive e-strategy. Ensure that all the State-Owned Companies (SOCs) under this department function optimally and deliver in their respective mandates and where necessary they are rationalised in line with the recommendations of the Presidential Review Committee. Facilitate and contribute to the development of modern, sustainable, competitive and affordable Postal and ICT sector in the Republic. Ensure that there are effective and integrated policies to drive the growth of this sector in South Africa.

**ENQUIRIES:**
APPLICATIONS

Applications must be sent in time to the correct address as indicated at the bottom of each post, on or before the closing date. Applications sent to a wrong address and/or received after the closing date or those that do not comply with the requirements, will not be taken into consideration.

CLOSING DATE

08 December 2019

Applications must be submitted on the Application for Employment Form (Z83), obtainable from any Public Service department or at www.sapo.co.za and must be accompanied by a comprehensive CV, citing the start and end date (duration) of each employment period to be considered, together with a copy of highest qualification relevant to the post. Certified copies of ID Document and Driver's Licence where relevant. It is the responsibility of applicants in possession of foreign qualifications to submit evaluated results by the South African Qualifications Authority. All shortlisted candidates for posts on Salary Level 13 and above will be subjected to a technical assessment that intends to test relevant technical elements of the job. All identified candidates on Salary Level 11 and above will further undergo a competency assessment which applies transversally across the Public Service. All recommended candidates, irrespective of the salary level, will be subjected to Employment Suitability Checks (Criminal, Citizen, Employment and Reference and Qualification Checks). Candidates who meet the requirements and reside within close proximity to the offices where the post is based, will receive preference. Kindly note that, for-e-mailed applications, should you not receive an acknowledgement of receipt/confirmation advice, this could mean that your application did not reach us due to the size of the attachments exceeding 2.5MB. Should this occur, we suggest you resend your application in 2 or 3 parts, splitting the attachments accordingly.

MANAGEMENT ECHELON

DIRECTOR-GENERAL: DEPARTMENT OF HOME AFFAIRS REF NO: HRMC 06/2019

Re-advertisement (Candidates who applied for the above-mentioned post need not re-apply as their candidature will be considered)

SALARY

R1 676 633 - R2 228 820 per annum (Level 16). (All-inclusive salary package) structured as follows: Basic salary - 70% of package. Staff contribution to the Government Employee Pension Fund 13% of basic salary. The remaining flexible portion may be structured in terms of the applicable remuneration rules.

CENTRE REQUIREMENTS

Head Office, Pretoria

An undergraduate qualification at (NSC Level 1) and a postgraduate qualification (NGE-Level 8) as recognised by SAQA. 8-10 years' experience at a senior managerial level (5 years must be as a member of the SMS in the Public Service). Extensive management experience, exceptional ability to innovate, think, drive and influence leadership abilities. Knowledge of the Constitution of South Africa, Public Service Remuneration Framework, Public Finance Management Act and National Treasury. Knowledge of relevant Departmental Human Resource Frameworks. Understanding of broad-based economic empowerment principles. Knowledge of the principles and techniques of Corporate Governance. Good understanding of Government programme of action and priorities. Proven track record of leading Change Management initiatives. Strategic capabilities and leadership. Service delivery innovation, client orientation and customer focus. People management and development programmes and project management. Communication, Knowledge and Information management. Decision making and Initiation action. Presentation, negotiation and business report writing skills. Problem solving and analytics. Diplomacy, coaching and facilitating and technical skills. On call, extensive travelling and extended working hours are required. Weekend working hours may be required. The successful candidates will be responsible for, amongst others, the following specific tasks; Serve as the Accounting Officer of the Department in line with the PFMA and the established strategic direction of the Department to ensure alignment of business plans with the Annual Performance Plans (APP) of the Department. Provide strategic leadership and high level direction in the effective and efficient management and

DUTIES

25
Department of Communications and Digital Technologies

The Department of Communications and Digital Technologies is inviting applications from persons who are suitably qualified to join the Department as it strives to be the employer of choice in the Public Service and the preferred place in the ICT sector for intellectual stimulation, leadership growth and national contribution.

APPLICATIONS: Please forward your application via email to: (omitting the relevant reference in the subject line).

Note: Applications must be submitted on a Z83 Form, obtainable from any Public Service department and should be accompanied by a recently updated comprehensive CV and certified copies not older than six (6) months of all qualification(s), and ID document. Applications received after the closing date will not be considered. E-mailed applications will be considered. Should you be in possession of a foreign qualification, it must be accompanied by an evaluation certificate from the South African Qualifications Authority (SAQA). Failure to submit the requested documents will result in your application not being considered. All qualifications are subject to verification. Due to the large volumes of responses anticipated, receipt of applications will not be acknowledged, and correspondence will be limited to short-listed candidates only. All Senior Management Service appointments are subject to security clearance procedures before and after assumption of duty, declaration of financial interests within 30 days of appointment, entering into an employment contract and signing of a performance agreement. Competency assessments as well as technical exercises will be conducted for all SMS posts. Before a letter of appointment will be issued, the successful completion of the Public Service Senior Management Leadership Programme, has been endorsed by the National School of Government available as an online course or self-paced. If you have not been contacted within three (3) months of the closing date, please accept that your application was unsuccessful. Please note that CV's submitted will be destroyed after the three (3) months period. The Department reserves the right not to make appointment(s) to the advertised post(s). Candidates, whose appointment/promotion/transfer will promote the achievement of employment equity within the Department, will receive preference.

CLOSING DATE: 21 August 2020

SMS POST

POSITION: DIRECTOR-GENERAL: COMMUNICATIONS AND DIGITAL TECHNOLOGIES (5 YEAR CONTRACT)

SALARY: An all-inclusive package of R1 978 533 per annum (Salary Level 16), comprising of a basic salary (70% of package), employer's contribution to the Government Employee Pension Fund (15% of basic salary) and a flexible portion. A non-pensionable allowance equal to 10% of the annual all-inclusive remuneration package is also payable.

CENTRE: Pretoria, Hatfield

REQUIREMENTS: A comprehensive understanding of public policy, preferable in the ICT sector, and proven knowledge of the dynamics of the new converged environment. A Senior Certificate, an Undergraduate Qualification and a Post Graduate Qualification (NQF level 8) as recognized by the South African Qualifications Authority (SAQA). Applicants should have 8 to 10 years of experience at a senior managerial level (at least 3 years of which must be with any arm of State as defined in the Constitution, Act 106 of 1996). Advanced knowledge of South African ICT sector, its policies and how they are impacted on by global development will be an added advantage.

COMPETENCIES: Extensive knowledge of the Public Service Regulatory Frameworks, inclusive but not limited to the Constitution, Public Service Act and Regulations, Public Administration Management Act, 2014 (PAMA), the Public Finance Management Act, 1999, Supply Chain Management procedures and other relevant prescripts. Sound knowledge of the ICT regulatory environment. Sound financial and economic monitoring/analysis capabilities, and proven change management abilities. Advanced knowledge of management and service delivery
CHIEF EXECUTIVE OFFICER REF NO: GPW 19/35 (5 YEAR CONTRACT APPOINTMENT) (THIS IS A RE-ADVERTISEMENT, CANDIDATES WHO PREVIOUSLY APPLIED AND ARE STILL INTERESTED ARE REQUIRED TO APPLY)

Pretoria

An all-inclusive salary package of R1,978,533 per annum (subject to applicable rules), structured as follows: Basic salary - 70% of package; State contribution to the Government Employee Pension Fund - (13% of basic salary), non-pensionable Head of Department allowance - 10% of basic salary. The remaining flexible portion may be structured in terms of the applicable remuneration rules. (Level 16)

An appropriate recognized undergraduate qualification (NQF level 7) and a post graduate qualification (NQF level 8) or equivalent qualification, recognized by SAQA; coupled with 8 to 10 years' experience at a senior managerial level, of which at least three (3) years' experience must be within any Organ of State as defined in the Constitution, Act 108 of 1996. The candidate envisaged for appointment must have a dynamic leader with a strong financial background and business acumen and must have extensive knowledge of the PPMA and Treasury Regulations. A strong understanding of corporate governance and the entire legislative and regulatory framework applicable thereto. The incumbent will have excellent verbal and written communication skills, as well as a strong business acumen. An ability in strategic capability and leadership, service delivery innovation, client orientation and customer care and problem solving and analysis. A valid driver's license and willingness to travel extensively and work extended hours is required.

The successful candidate will be responsible for leading the Government Printing Works in setting a clear and compelling service vision, which translates into the effective achievement of its strategic mandate and growing of business to ensure self-sustainability. Foster partnerships with relevant stakeholders (internally and externally), thereby optimizing the Department's contribution to the achievement of the National Development Plan. Ensure compliance with national and appropriate internationally regulations. Ensure continuous improvement in the quality and value of services rendered by the Department. Establish and maintain an organizational structure which supports the accomplishment of operational and strategic goals, implement and ensure compliance with corporate governance and all the relevant legislative and regulatory frameworks based on the King IV principles, and ensure effective resource management.

ENQUIRIES:
administration of the Department. Manage and ensure policy analysis, development and implementation. Provide advisory support to the Executive Authority (Minister). Promote inter and intra government relations and participate and represent the Department in various forums. Development and implementation of policy, departmental strategy, procedures, Directives, Acts, Regulations and Legislations. Management of resources (physical, human and financial).

Ms C Moake Tel No: (012) 409 4163/002 501 3580
Quoting the relevant reference number, direct your Application for Employment Form (Z.83), a comprehensive CV together with a certified copy of highest qualification relevant to the post, Certified copies of ID Document and Driver's Licence, by closing date to: e-mail: DGiscalibration@dma.gov.za
Submission on the recommendation for the nomination of new members to the Independent Regulatory Board for Auditors (IRBA)

1. PURPOSE

1.1 To request the Deployment Committee to support the nomination of Ms and Ms, Mr and Professor be appointed as Members of the Board of the Independent Regulatory Board for Auditors (IRBA) for a period of two (2) years, commencing from the date of approval by Cabinet subject to verification of qualifications and security clearance to be conducted by the Board of IRBA.

2. SUMMARY

2.1 The previous Board of IRBA comprised of six members and was appointed on 10 May 2017 and their term was subsequently extended by the Minister of Finance to 9 May 2020. As from 10 May 2020 the IRBA has been without a Board and the Chief Executive Officer has assumed the role of Accounting Authority in accordance with section 49 of the Public Finance Management Act, Act 1 of 1999 (PFMA).

2.2 The Board has three sub-committees, the Audit and Risk Management Committee, Disciplinary Advisory Committee and the Operations Committee, and the Board members will also be nominated to a sub-committee.

2.3 The Minister of Finance is of the view that the ten (10) new members proposed will be suitable to ensure that IRBA achieve its strategic objectives and fulfill its mandate in a period where the auditing profession as a whole needs restoration.

3. DISCUSSION

Overview of the IRBA

3.1 IRBA is the regulator of the auditing profession and adheres to the highest ethics and standards, the mission is to protect the financial interests of the
South African public and international investors through effective regulation of assurance in accordance with internationally recognised standards and processes.

3.2 The IRBA was established in terms of the Auditing Profession Act, Act 26 of 2005. Section 11 of the Auditing Profession Act provides that the Regulatory Board consists of not less than six but not more than 10 non-executive members appointed by the Minister. (Annexure A).

3.3 The previous IRBA Board comprised of (6) six members whose term has come to an end on 9 May 2020. The Minister is recommending the appointment of a total of 10 non-executive members to the Board.

APPOINTMENT OF BOARD MEMBERS

3.4 [Redacted] is a qualified CA (SA); she is an experienced executive and non-executive director with 19 years' experience in serving in various governance positions in the public and private sector. She has a substantial understanding of good corporate governance, corporate strategy and enterprise wide risk management to name just a few, and this will be very valuable at IRBA. She currently also holds a number of other non-executive appointments.

3.5 [Redacted] has extensive legal experience; he will be extremely valuable to the IRBA Board that must deal with audit inspections and disciplinary cases. [Redacted] has vast experience in government policies and procedures as has served as the Head of Department for the North West Local Government and Housing department from 2001-2009 and North West Public Safety department from 2010-2011.
3.6 [REDACTED] is a CA (SA) and has had a very successful career at the South African Reserve Bank. He was appointed as the Deputy Registrar of Banks from 1 April 2006 to August 2013 and in this role he was involved with various governance structures of the major banks. Following retirement from the Reserve Bank he was appointed as the Chief Risk Officer of uBank Limited.

3.7 [REDACTED] has 13 years' experience in auditing, finance, private equity and investment management. She is a qualified CA (SA) and has also completed her MBA. She is currently employed at Lonrho Group as an investment manager and also serves as a non-executive board member for Bigen Africa (Pty) Ltd.

3.8 [REDACTED] has extensive experience corporate strategy and business systems implementation, and has served on a number of committees and boards. She holds a post graduate diploma in business administration and she is a member of the Institute for Bankers South Africa (CAIB). She specializes in risk management and corporate governance.

3.9 [REDACTED] is a CA (SA) and has extensive experience and has been a director and board member of numerous companies. During his long career he was Chairman of EY and President of the Johannesburg Stock Exchange, as well as the CEO of Liberty and Chairman of Sanlam. He is a founding member of the King Committee and is still serving as a member, he also served in the Governance Review Task team of SAICA. He is currently a director at SASFIN Financial Services (Pty) Ltd and at ASPEN Pharmacies Holdings Ltd.

3.10 [REDACTED] is a CA (SA) and has extensive experience in the financial services sector spanning over 40 years with various roles including group internal audit executive for Old Mutual and group finance director for SECRET
MMf Holdings. His Board experience includes serving as non-executive director on a number of boards such as Santam (member of audit and risk committee), BrightRock Group (Chairman of the audit, risk and investment committee), Centriq group (member of the audit, risk and investment committee) and Miway group (member of the audit and risk committee).

3.11 She is a CA (SA) and her experience includes serving on the Boards of Servies (Agri businesses), Cell C (Chairperson of Audit Committee), Adcorp, EOH (Chairman of Risk and Governance committee), Land Bank, Land Bank Insurance Company (Chairperson of Investment & Actuarial Committee), Chairperson of Sybrin (EOH subsidiary), ETG Input Holdings (Chairperson of Audit Committee) and Murray & Roberts amongst others.

3.12 He has over 45 years of experience in accounting, auditing, consulting and advisory work. In December 1999, he was appointed by the President of the Republic of South Africa as Auditor-General of South Africa for a seven-year term which ended in November 2006. He also served as Chairperson of the United Nations Panel of External Auditors and he was the Secretary General for the Auditors General Association on the African Continent. Previous experience includes being the Group Executive of Business Risk Management for MTN. He retired as full-time executive at MTN in February 2005, and he currently serves on the Boards of various companies and community-based non-profit organisations.

3.13 She is the first black female Associate Professor in Auditing and is also a CA (SA). She is a member of the Davis Tax Committee and is an academic representative on the Auditing Guidance committee of SAICA as well as on the Board of the PwC Business School.
3.14 The Curricula Vitae's (CVs) of the proposed candidates are attached as Annexure B.

3.15 In effecting these appointments, the Board will comprise of 10 Board Members. Annexure C attached illustrates the Board's composition, inclusive of the proposed appointments depicting gender, race and Board members' areas of expertise.

3.16 The King III Report on Corporate Governance recommends that the Board comprises of a majority of non-executive directors. The IRBA Board comprises of 100% non-executive and 100% independent directors.

4. IMPLEMENTATION PLAN

The appointment of the ten Board members will be effective from commencing from the date of approval by Cabinet.

5. ORGANISATIONAL AND PERSONNEL IMPLICATIONS

None for Government. Remuneration of Board members from outside the public service will be paid by IRBA.

6. FINANCIAL IMPLICATIONS

None. The proposed nominees will be replacing the outgoing members of the Board which have been budgeted for by IRBA.

7. RISK / RISK MITIGATION

The appointment of the Board members are in line with the legislation. There are no further risks identified.
8. COMMUNICATION IMPLICATIONS

Upon approval of the appointment to the Board, these Board members will be informed of their appointments.

9. CONSTITUTIONAL IMPLICATIONS

None.

10. IMPLICATIONS FOR VULNERABLE GROUPS

None.

11. SECURITY IMPLICATIONS

None

12. DEPARTMENTS AND PARTIES CONSULTED, RESPONSES AND COMMENTS

12.1 The Cabinet Memorandum was not prepared in consultation with the Governance and Administration Cluster because the Auditing Profession Act, (Act 26 of 2005), outlines the Board appointment process.

13. RECOMMENDATIONS

13.1 It is recommended that the Deployment Committee:

(a) Supports the nomination of
(appar)ated as Members of the IRBA Board for a period of two (2) years, commencing from the date of
approval by Cabinet subject to verification of qualifications and security clearance to be conducted by the Board of IRBA.
LEPELLE NORTHERN WATER BOARD

INTERVIEWS REPORT

FOR DEPLOYMENT COMMITTEE

BY

COMRADE [Signature]

MARCH 2021
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EXECUTIVE SUMMARY AND BRIEFING NOTES OF THE LEPELLE NORTHERN WATER BOARD INTERVIEWS HELD ON THE 13TH MARCH 2021

Water Boards play a critical role within the water value chain. In this regard, the Minister of Human Settlements, Water and Sanitation as the Executive Authority and Shareholder of Boards is responsible for the appointment of suitable board members installed to take forward the strategic priorities of the water sector, particularly as it relates to service delivery. The term of office for Lepelle Northern Water has expired and Minister appointed a Selection Panel to support the process of appointing the new Board members.

The Board of Lepelle Northern Water was appointed in February 2016 and its term of office expired in March 2020. The Minister extended the term of office of the Board until end of April 2020. Thereafter, an interim Board was appointed with effect from 1 May 2020, until such a time where a new Board is appointed.

The calling for nominations closed on 30 June 2020 and a total of 181 nominations were received, of which 59 candidates were nominations with a Proposer and Seconder, which serve as a qualifying criterion (as per the advertisement). Fifty-two (52) candidates were nominated with the Proposer only, and 70 candidates were nominated without the Proposer and Seconder. The latter groups are disqualified based on the conditions stipulated within the approved advertisement.

The Minister of Human Settlements, Water and Sanitation appointed a Selection Panel on 03 February 2021 to support the process of selecting Board members for the Water Sector Entities.

The Selection Panel convened on 13 February 2021; virtually through MS Teams to short-list the candidates for the appointment to the Board of Lepelle Northern Water. A total of twenty (20) eligible Board members were shortlisted for interview, such included seven (7) applications from the interim Board members of Lepelle Northern Water.

The Selection Panel convened on 13 March 2021, through Microsoft Team (a virtual platform) to interview the twenty (20) shortlisted candidates. Of the twenty (20) candidates, nineteen (19) candidates were interviewed, as one candidate withdraw the invitation to be interviewed for Board membership.

After due process and deliberations of the interviews, the Selection Panel agreed to recommend fourteen (14) highest scoring interviewed candidates from all the interviewing members based on performance, for Minister to appoint twelve (12) candidates out of the top fourteen (14) recommended candidates.

The Selection Panel took into consideration the guiding principles for selecting candidates, namely, the gender, geographic location and continuity. Of the fourteen (14) recommended candidates, six (6) are current interim Board members of Lepelle Northern Water. The Selection Panel reflected that continuity and retention of previous Board members was an important consideration in the selection process.

The Deployment Committee is requested to note the Board appointment process of the Lepelle Northern Water and approve its Chairperson and Deputy Chairperson from the recommended candidates as indicate in the Interview Report.
INTERVIEW REPORT BY THE SELECTION PANEL ON THE RECOMMENDED CANDIDATES FOR APPOINTMENT IN THE NEW BOARD OF LEPELLE NORTHERN WATER
1. INTRODUCTION

Water Boards play a critical role within the water value chain. In this regard, the Minister of Human Settlements, Water and Sanitation as the Executive Authority and Shareholder of Boards is responsible for the appointment of suitable board members installed to take forward the strategic priorities of the water sector, particularly as it relates to service delivery. The term of office for Lepelle Northern Water has expired and Minister appointed a Selection Panel to support the process of appointing the new Board members.

The primary role of Lepelle Northern Water is the provision of bulk water and related services to the Municipal areas of Middle Lebaba, which serves both Vhembe and Mopani District Municipalities, Olifants River Water development Project which serves Polokwane Municipality, Sekhukhune District and Capricorn District Municipality and Mogalakwena Local Municipality in Polokwane. It is also recognised that Lepelle Northern Water Board operates within province with major water and sanitation backlogs and most importantly provides bulk water services to municipalities with little economic activities.

The Selection Panel would like to express its gratitude and appreciation to the Department of Water and Sanitation as well as the Minister of Human Settlements, Water and Sanitation for all the support provided. The support provided enabled the Panel to deal with and conclude interviews of candidates during the meeting held on 13 March 2021.

2. BACKGROUND

The Board of Lepelle Northern Water was appointed in February 2016 and its term of office expired in March 2020. The Minister extended the term of office of the Board until end of April 2020. Thereafter, an interim Board was appointed with effect from 1 May 2020, until such a time where a new Board is appointed.

The calling for nominations closed on 30 June 2020 and a total of 181 nominations were received, of which 59 candidates were nominations with a Proposer and Seconder, which serve as a qualifying criterion (as per the advertisement). Fifty-two (52) candidates were nominated with the Proposer only, and 70 candidates were nominated without the Proposer and Seconder. The latter groups are disqualified based on the conditions stipulated within the approved advertisement.

The Minister of Human Settlements, Water and Sanitation appointed a Selection Panel on 03 February 2021 to support the process of selecting Board members for the Water Sector Entities. The table below indicates the members of the Selection Panel as approved by the Minister:
<table>
<thead>
<tr>
<th>No.</th>
<th>Name and Surname</th>
<th>Profile</th>
<th>Designation on the Selection Panel</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td>Chairperson: Select Committee Cooperative Governance and Traditional Affairs, Water and Sanitation and Human Settlements</td>
<td>Chairperson</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td>Advisor to the Minister of Human Settlements, Water and Sanitation</td>
<td>Ordinary Member</td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td>Representative of the Premier of Limpopo Province</td>
<td>Ordinary Member</td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td>Head of Administration Water and Sanitation</td>
<td>Ordinary Member</td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td>Member of Minister’s Advisory Panel for Human Settlements</td>
<td>Ordinary Member</td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td>Acting Director-General: Water and Sanitation</td>
<td>Ordinary Member</td>
</tr>
</tbody>
</table>

Honourable T Dodovu, the Chairperson of Selection Panel tendered his apology due to death in the family. Mr Beza Nthshona was nominated and confirmed by fellow panelist to stand in as Chairperson of the Selection Panel, so that the selection panel may go ahead and complete the interviews for Lepelle Northern Water.

In addition to the members of the Selection Panel, the following officials were also present to provide administrative support to the Selection Panel.

Ms T Sigwaza-LWS (Institutional Oversight)
Ms E Bolilias-DWS (Institutional Oversight)
Ms N Ngwane-DWS (Institutional Oversight)
Ms S Govender-DWS (Institutional Oversight)
Ms N Molele-DWS (Institutional Oversight)

3. **SELECTION PROCESS**

The Selection Panel convened on 13 February 2021; virtually through MS Teams to short-list the candidates for the appointment to the Board of Lepelle Northern Water.

The Selection Panel deliberated extensively to produce a shortlist of candidates that meets the criteria outlined in the advertisement and crucially in ensuring that the mandate of the Minister is executed without fail.

A total of twenty (20) eligible Board members were shortlisted for interview, such included seven (7) applications from the interim Board members of Lepelle Northern Water.

4. **INTERVIEW PROCESS**

The Selection Panel convened on 13 March 2021, through Microsoft Team (a virtual platform) to interview the twenty (20) shortlisted candidates. Of the twenty (20) candidates, nineteen (19) candidates were interviewed, as one candidate withdrew the invitation to be interviewed for Board membership.
After due process and deliberations of the interviews, the Selection Panel agreed to recommend fourteen (14) highest scoring interviewed candidates from all the interviewing members based on performance, for Minister to appoint twelve (12) candidates out of the top fourteen (14) recommended candidates.

The Selection Panel took into consideration the guiding principles for selecting candidates, namely, the gender, geographic location and continuity. Of the fourteen (14) recommended candidates, six (6) are current interim Board members of Lepelle Northern Water. The Selection Panel reflected that continuity and retention of previous Board members was an important consideration in the selection process. The candidates were advised that their appointment is subject to security clearance and qualifications verification.

The following table represents the recommended candidates by the Selection Panel for possible appointment to the Board of Lepelle Northern Water and the summary of the ratings for the candidates as agreed by the Selection Panel:

<table>
<thead>
<tr>
<th>No.</th>
<th>Candidate</th>
<th>Competency</th>
<th>Gender</th>
<th>Location</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Finance</td>
<td>Male</td>
<td>Limpopo</td>
<td>195,5</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Engineering</td>
<td>Male</td>
<td>Gauteng</td>
<td>177,5</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Science and Technology</td>
<td>Female</td>
<td>Limpopo</td>
<td>174</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Environmental Management</td>
<td>Male</td>
<td>Gauteng</td>
<td>171,5</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Environmental Management</td>
<td>Female</td>
<td>Gauteng</td>
<td>157,5</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Legal and Risk Management</td>
<td>Male</td>
<td>Limpopo</td>
<td>155,9</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Environmental Management</td>
<td>Male</td>
<td>Gauteng</td>
<td>152,5</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Corporate Governance</td>
<td>Male</td>
<td>Limpopo</td>
<td>148,5</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Legal and Risk Management</td>
<td>Female</td>
<td>Gauteng</td>
<td>137</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Corporate Governance</td>
<td>Female</td>
<td>Limpopo</td>
<td>136,5</td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>Engineering</td>
<td>Female</td>
<td>Gauteng</td>
<td>134</td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>Corporate Governance</td>
<td>Male</td>
<td>Gauteng</td>
<td>129</td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Corporate Governance</td>
<td>Female</td>
<td>Gauteng</td>
<td>125,5</td>
</tr>
<tr>
<td>14</td>
<td></td>
<td>Corporate Governance</td>
<td>Female</td>
<td>Eastern Cape</td>
<td>124</td>
</tr>
</tbody>
</table>
The panel members reached a sufficient consensus and agreed that the calibre of the recommended candidates brings a wealth of experience at Board level including knowledge supplemented by qualifications. The full profile for each candidate recommended for appointment by the Selection Panel is attached as Annexure A.

The table below reflects the race and gender composition of the fourteen (14) recommended candidates.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Females</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Black African</td>
<td>14</td>
</tr>
</tbody>
</table>

Total number of candidates: 14

5. RECOMMENDATIONS

It is recommended that the Deployment Committee:

5.1 Considers the following for the position of the Chairperson:

<table>
<thead>
<tr>
<th>No.</th>
<th>Candidate</th>
<th>Competency</th>
<th>Gender</th>
<th>Location</th>
<th>LNW Board Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Science and Technology</td>
<td>Female</td>
<td>Limpopo</td>
<td>First time</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Legal and Risk Management</td>
<td>Female</td>
<td>Gauteng</td>
<td>Interim Board</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Environmental Management</td>
<td>Male</td>
<td>Gauteng</td>
<td>Interim Board</td>
</tr>
</tbody>
</table>

The first candidate will serve the Board of Lepelle Northern Water for the first time, whereas the other two have served in the Interim Board and will ensure continuity.
5.2 The Deployment Committee to consider the following for the position of the Deputy Chairperson:

<table>
<thead>
<tr>
<th>No.</th>
<th>Candidate</th>
<th>Competency</th>
<th>Gender</th>
<th>Location</th>
<th>LNW Ecard Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Finance</td>
<td>Male</td>
<td>Limpopo</td>
<td>First time</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Engineering</td>
<td>Male</td>
<td>Gauteng</td>
<td>First time</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Corporate Governance</td>
<td>Female</td>
<td>Limpopo</td>
<td>First time</td>
</tr>
</tbody>
</table>

RECOMMENDATION 5.1

Candidate ____________________________ is appointed as the Chairperson of Lepelle Northern Water.

RECOMMENDATION 5.2

Candidate ____________________________ is appointed as the Deputy Chairperson of Lepelle Northern Water.

Duly signed:

______________________________

CHAIRPERSON: DEPLOYMENT COMMITTEE DATE
APPOINTMENT OF RSR BOARD OF DIRECTORS

Section 8 of the National Railway Safety Regulator Act, 2002 (Act 16 of 2002) provides as follows:

8. Board of Regulator
   (1) The Regulator is governed and controlled by a board of directors.
   (2) The board must:
       (a) ensure that the Regulator strives for the achievement of the objects referred to in section 5; and
       (b) exercise general control over the performance of the functions of the Regulator.
   (3) The board represents the Regulator and all acts performed by the board, or on its authority, are acts of the Regulator.
   (4) The members of the board are appointed by the Minister.
   (5) (a) The board is answerable to the Minister and it consists of a minimum of seven and a maximum of 13 members who have wide experience of and demonstrate acumen in one or more of the following:
       (i) Management of railways;
       (ii) safety in transportation;
       (iii) corporate management;
       (iv) commerce, finance, legal and economic matters;
       (v) transportation of dangerous goods; and
       (vi) special knowledge that could be of value to the Regulator in the performance of its functions,
   (b) The board consists of:
       (i) the Chief Executive Officer, by virtue of holding that office;
       (ii) if the Minister specifies an office in the Department for the purposes of this subsection, the person for the time being holding that office;
       (iii) a person delegated by the Minister of Labour and a person delegated by the Minister of Safety and Security, and
RAILWAY SAFETY REGULATOR
RECOMMENDED SHORTLIST

(iv) subject to paragraph (a), not more than nine other persons representing the railway industry, organised labour and the community.

(v) The members contemplated in subsection (5) (b) (i), (ii) and (iii) do not have voting rights.

(6) The Minister must appoint a chairperson and a deputy chairperson from among the members of the board, excluding the chief executive officer.

(7) Before the members of the Board are appointed, the Minister must, through the media, invite members of the public to nominate persons who comply with the criteria contemplated in subsection (5).

(7A) The Minister must, within 30 days from the date of appointment of the member or alternate member of the Board, notify Parliament such appointment and publish a notice in the Gazette.

(8) A person is disqualified from being appointed or remaining a member of the board if he or she-

(a) is not a South African citizen;

(b) is declared insolvent;

(c) is convicted of an offence and sentenced to imprisonment without the option of a fine; or

(d) becomes a member of-

(i) Parliament;

(ii) a provincial legislature;

(iii) a Municipal Council;

(iv) the Cabinet; or

(v) the Executive Council of a province.

(9) A member of the board may not be present during, or take part in, the discussion of, or the taking of a decision on, any matter before the board in which that member or his or her spouse, life partner, child, business partner or associate or employer, other than the State, has a direct or indirect financial interest.

(10) Upon appointment of a person as a member of the board, that person must submit to the Minister and the board a written statement in which he or she declares whether or not he or she has any interest contemplated in subsection (9).

(11) (a) If any director acquires or contemplates acquiring an interest which could possibly be an interest contemplated in subsection (9), he or she must immediately in writing declare that fact to the Minister and the board.

(b) If an organisation or enterprise in which a director has an interest contemplated in section (3) is requested to offer its services, the director must immediately, in writing, declare his or her interest to the Minister and the board.

(12) (a) The chairperson of the board holds office for a period specified in the letter of appointment, but that appointment may not exceed three years.

(b) The chairperson is eligible for reappointment upon expiry of the term of his or her office.

(13) (a) A member of the board holds office for a period specified in the letter of appointment, but that appointment may not exceed three years.

(b) Such member of the board may be reappointed upon expiry of the term of his or her office.

(c) Notwithstanding paragraph (a), the Minister may extend the term of office of any member of the Board for such further period as it may take to finalise the appointment of a new Board.

(14) (a) If a director dies or vacates office, the Minister may appoint another person as a director.

(b) The person so appointed serves for the unexpired portion of the predecessor's term of office.
NOTES

- The RSR Board's term expired on 30 September 2019 and was subsequently extended.
- In terms of the enabling law, the RSR Board consists of a maximum of 12 members composed of 9 non-executive Directors, 1 nominee of the Minister of Labour, 1 nominee of the Minister of Police and 1 person representing the Rail Branch of the Department.

The principles outlined in the HANDBOOK FOR THE APPOINTMENT OF PERSONS TO BOARDS OF STATE AND STATE CONTROLLED INSTITUTIONS were given consideration in the elimination process:

MEMBERS OF THE NATIONAL ASSEMBLY

a) Paragraph 4, Chapter three of the Handbook provides:

Parliament ultimately oversees organs of state, and the appointment of members of Parliament to boards could create a conflict of interest when members are fulfilling their oversight role (individually and collectively). Board members, on the other hand, have a duty to participate in and take decisions in the best interest of the institution. Boards are also accountable to the responsible Executive Authority and ultimately Parliament as regards the execution of their mandate and performance.

PUBLIC SERVICE OFFICIALS

a) Paragraph 37, Chapter Three of the Handbook provides:

An official's first duty as an employee is towards the Executive Authority and towards the current government through the head of the department. The principal duty of a board member of a state or state-controlled institution, on the other hand, is to work towards achieving the statutory interests of the institution. There is a potential conflict of interest when an official serves as a board member.

However, there may exist special circumstances under which public service officials may serve on the board of a state or state-controlled institution. Where such an official serves on the board in private capacity, paragraph 38(c) of the Handbook provides:

Officials may serve on boards in their private capacity, provided that the Executive Authority responsible for the institution grants permission in terms of section 30 of the Public Service Act if remunerated work is involved.
### SUMMARY

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<tr>
<th>SKILL</th>
<th>GENDER</th>
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<tr>
<td></td>
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<td>Management of railways</td>
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<td>Transportation of dangerous goods</td>
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3 other members representing:
- Minister of Labour
- Minister of Police
- Official responsible for railway safety in the Department
The recommended candidates are listed below. Mr BJ Nobunga is recommended as Chairperson and Ms Nompumela Ekase as Deputy Chairperson.

<table>
<thead>
<tr>
<th>NO</th>
<th>NAME</th>
<th>SKILL CATEGORY</th>
<th>GENDER</th>
<th>RACE</th>
<th>AGE</th>
<th>SUMMARY</th>
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<td>1.</td>
<td></td>
<td>Forensic Investigation</td>
<td>Male</td>
<td>Coloured</td>
<td>47</td>
<td>Ady Weapond is a 47-year old coloured male whose expertise and experience are in the field of forensic investigation. His experience spans both the private and public sectors. In the private sector he worked as forensic and fraud investigator for FNB, a forensic auditor for Goldfields (Pty) Ltd. In the public sector he has worked for the SASSA, Gauteng Dept of Finance and the NPA as a Special Investigator. His Board experience includes serving as a member of the Information Regulator (current), Chairperson of the Audit Committee for the Office of the Premier (Eastern Cape) and Chairperson of the Risk and Fraud Prevention Committee at Mdantsane Municipality. He holds a B.Com Honours in Information Technology, a B.Tech in Forensic Investigations and an LLB degree.</td>
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<td>2.</td>
<td></td>
<td>Railways</td>
<td>Male</td>
<td>African</td>
<td>59</td>
<td>Mr Mtwa is a 55-year old African male whose experience spans rail, strategy and automotive industry in both public and private sectors. He has 10 years of experience in Metrovial at various management levels, including CEO. In the private sector he worked as a process Engineer for Shell SA, Utilities Manager for SAB Miller, Area Manager for Volkswagen SA. He holds a B.Sc degree in Chemical Engineering.</td>
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<td>3.</td>
<td></td>
<td>Law</td>
<td>Female</td>
<td>African</td>
<td>48</td>
<td>Mr Khumalo is a 44-year old attorney whose experience includes serving as a Logistics Manager for Transnet Freight Rail, Customer Services Manager for Transnet Rail Engineering and Marketing Consultant for Transnet Housing. She holds an LLB degree.</td>
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<td>4.</td>
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<td>Disaster Management</td>
<td>Female</td>
<td>African</td>
<td>58</td>
<td>Ms Ekase is a 55-year old African female whose experience includes disaster management and occupational health &amp; safety. She holds a B.A and B.Ed degrees, a Diploma in disaster management and is currently reading for a Masters in Disaster Management. Ms Ekase is the recommended candidate for Deputy Chairperson of the Board.</td>
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<td>5.</td>
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<td>Human Resources</td>
<td>Female</td>
<td>African</td>
<td>59</td>
<td>Ms Mathibela is an African female who currently works as a Managing Director of Kiteing Community Network. Her experience spans the public and private sectors. In the public sector, she has served as Executive Manager at the Culture, Arts, Tourism, Hospitality, Sports SETA (CATHSETA), HR Executive at CBERTA, Senior HR Manager at ICASA and HR Manager at SA Post Office. In the private sector she served as the National HR Manager for PriceWaterhouseCoopers.</td>
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<tr>
<td>6.</td>
<td></td>
<td>Engineering</td>
<td>Female</td>
<td>African</td>
<td>38</td>
<td>Chioma-Nwabueze is a 35-year old African female Engineer, whose experience in the public sector includes serving as Research Specialist and Research Manager at</td>
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<td>African</td>
<td>41</td>
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<td>Yongama Pamilta is a 41-year-old African female Chartered Accountant, whose experience spans both private and public sectors. She is currently employed as Group Financial Manager at Mineworkers Investment Company (MIC). She served as Financial Controller at Tyme Bank and Sasol Petroleum Solutions, Business Manager at ABSA Bank, Business Manager at ESKOM, Senior Accountant at ACSA and Tax Accountant at Total South Africa. She currently works as a Group Financial Manager at Mineworkers Investment Company (MIC). She has served as member of the Board at ABSA and ESKOM. She currently serves as Chairperson of the Audit &amp; Risk Committee of the City of Johannesburg's Property Company SOC Ltd, member of Audit &amp; Risk Committee at Optron Group (Pty) Ltd. She holds a Postgraduate Diploma in Management (Financial Accounting) and a B.Com Accounting degree. She qualified as a Chartered Accountant in 2009.</td>
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<tr>
<td>8</td>
<td>Law</td>
<td>Male</td>
<td>White</td>
<td>67</td>
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<td>Adv van der Westhuizen is a 67-year-old White male with vast public sector experience in governance. He has served as an Adjudicator for the Gauteng Department of Housing, member of the Gauteng Development Tribunal, member of the Audit Committee of the Home Affairs Department. He currently serves as a member of Audit Committee of Boxing SA, Board member of the Estate Agency Affairs Board. He holds an LLB degree, an Advanced Prosecutors course and a Magistrate's course.</td>
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<td>Governance</td>
<td>Male</td>
<td>African</td>
<td>58</td>
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<td>Mr Nabunza currently serves as the Deputy Chairperson of the Railway Safety Regulator. His experience in the public sector includes serving as a Member of Parliament, member of Mpuamalanga Provincial Legislature, Deputy Speaker of the Mpuamalanga Legislature, member of Interim Board of the Mpuamalanga Economic Growth Agency (MEGA), member of the Mpuamalanga Housing &amp; Rental Stock Tribunal. He currently serves as the CEO of the Mpuamalanga Tourism and Parks Agency. He holds a B.Com Honours degree, Advanced Diploma in Economic Policy and a Diploma in Public Relations. Mr Nabunza is the recommended candidate for Chairperson of the Board.</td>
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civillian secretariat
for police service

Reference: [Redacted] Date: 2020/02/24
Enquiries: Extension: Extension 1916

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<tr>
<td></td>
<td>Chief Director: Corporate Services</td>
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1. Purpose

The purpose of the submission is to report to the Portfolio Committee for Police Service on the filling of post of the Executive Director: IPID.

2. Policy Guideline

2.1 Public Service Act of 1994 as amended, the Public Service Regulations of 2016 and the IPID Act of 2011.

2.2 Executive Protocol on the Principles and Procedures for the employment of Heads of Departments (HODs) and Deputy-Director- General (DDGs) Nationally.

3. Delegation of Authority

Minister of Police

4. Discussion

4.1 The post of Executive Director: IPID was advertised on the Sunday Times with the closing date of 12 July 2019, however as a result of poor response, the post was re-advertised with the closing date of 30 August 2019. 

A total number of 49 applications were received through post office and walk-ins. The list included all the candidates who applied on both adverts. The shortlisting was conducted on 18 February 2020. Four applicants were shortlisted for the interviews. The gross list is attached.
5.3 Based on the above, the recruitment agency that specialises in the recruitment of Executives will be appointed in line with the supply chain process of the Civilian Secretariat for Police Service who is facilitating the process. It is envisaged that the whole recruitment process will be completed by 30 April 2020.

6. Financial Implications

All financial implications of recruitment of this post, including advertising, recruitment agency fees will be claimed by CSPS from the ‘PID.’

7. Recommendations

It is recommended that the Portfolio Committee for Police Service:

6.1 takes note of the attempts that were made and the process that was followed for the appointment of the post of the Executive Director: IPID.

6.2 takes note of the Head-hunting process that will be followed and the commitment to complete the whole recruitment process by 30 April 2020.

CHIEF DIRECTOR: CORPORATE SERVICES
DATE:

Paragraph 6.1; 6.2 Support/ not supported
Comment: ________________________________

SECRETARY FOR POLICE SERVICE
DATE:
Paragraph 6.1; 6.2 Approved / Not Approved/Amended

Comment:__________________________________________________________

_______________________________________________________________

________________________
MINISTER OF POLICE
DATE:
The shortlisting and interview panel comprised of three Ministers, as prescribed by the Executive Protocol on the Principles and Procedures for the employment of Heads of Departments (HODs) and Deputy-Director- General (DDGs) Nationally; the Deputy Minister of Police and the Secretary for the Civilian Secretariat for Police Services. Below is the list of panel members:

<table>
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<tr>
<th>INITIALS &amp; SURNAME</th>
<th>DESIGNATION</th>
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<td>General BH Cele (MP) Chairperson</td>
<td>Minister of Police</td>
</tr>
<tr>
<td></td>
<td>Minister of Communications and Digital Technology</td>
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<td></td>
<td>Minister of Justice and Correctional Services</td>
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<td></td>
<td>Deputy Minister of Police</td>
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<td></td>
<td>Head of Department — Civilian Secretariat for Police Service</td>
</tr>
<tr>
<td>Human Resources Representatives:</td>
<td>Chief Director: Corporate Services</td>
</tr>
<tr>
<td></td>
<td>Deputy Director: Human Resources Management</td>
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</tbody>
</table>

4.2 Listed below is the shortlisting criteria used to shortlist the candidates:

a). A Bachelor's Degree (NQF level 7) and post graduate qualification (NQF level 8) qualification.

b). 8 years Senior Management level in the Public Service.

c). Knowledge of the criminal Justice System.

d). Employment Equity.

e). Strategic capability, leadership and management skills.

f). Financial and people management.

4.3 Four candidates were shortlisted from the ten identified, however one of them, Adv Molefe withdrew his candidature. Below is a list of those candidates who were shortlisted and interviewed on the 24 February 2020.

4.3 Ms Nthangase is an African female who is currently employed at IPID as a Provincial Head of IPID in the Gauteng Region.

4.3
4.3.4 Currently a Chief Director: Foresight Planning and Modelling at the Department of Communications.

5. Consideration of each candidate

5.1 After the interview and deliberations on each candidate, the panel took a decision that none of the candidates could be considered for appointment of the Executive Director of IPID.

5.2 The panel also took a decision that a Head-hunting process must be embarked upon in line with the Executive Protocol on the Principles and Procedures for the employment of Heads of Departments (HODs) and Deputy-Director-General (DDGs) Nationally, which outlines the process as follows:

5.2.1 Section 5.4. (e) (ii) states that in the event where the subsequent selection process fails to recommend a suitable candidate for appointment, or in cases where a successful candidate is no longer available headhunting may be embarked on.

5.2.2 During such headhunting process departments must use the same criteria as originally advertised (e.g. educational qualifications and remuneration on offer).

5.2.3 Candidates identified through such headhunting must, however, be assessed by the same selection committee and against the same selection criteria applied in respect of those candidates initially shortlisted and interviewed.

5.2.4 Only in the event where no candidate is found to be suitable, a process of targeted headhunting may be initiated; i.e. individuals who meet the requirements of the post are approached to submit their CVs to be considered for the vacant position.

5.2.5 It speaks for itself that the candidature of persons interviewed prior to the headhunting process and who were found not suitable, cannot be considered for appointment together with possible headhunted candidates.

5.2.6 Although comparison of a headhunted candidate with initial candidates will obviously take place, initial candidates who were found not suitable cannot be considered for appointment should headhunting also fail to render a suitable candidate.

5.2.7 In terms of section 5.4 (i) (e) of the same document, Recruitment agencies may be used to act as intermediaries between the employer and prospective members. An EA may utilise an appropriate agency to identify candidates for posts, as long as the advertising and selection procedures comply with Public Service selection principles.
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<tbody>
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<td>African, Gauteng</td>
<td>Executive and Strategic Leadership, Governance and Administration, Financial Management, Human Resource</td>
<td>Postgraduate in Management, Bachelor Education, Baccalaureus Paedonomiae, Senior Teacher Diploma, Management Service</td>
</tr>
<tr>
<td></td>
<td>Brand South Africa Acting CEC, DCDT Deputy Director General: Governance and Administration, DPSA Chief Director: Corporate Resource Management, MISA Corporate Service, DPSA Acting Chief of Staff, DPSA Acting COO, DPSA Acting DDG: Governance, DPSA Acting DDG: Management of Compensation, Director: DoD Human Resource Policy Management Director, DoD Labour Relations Director, Department of Defence (DoD) Deputy Director: Management Consultancy Service, Department of Home Affairs Work Study Practitioner</td>
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<td>2.</td>
<td>African, Nationality: Lesotho and in a process of naturalization</td>
<td>Executive and Strategic Leadership, Project Management, Lecturing, Research and Technology Development, Financial Management, Business Development</td>
<td>PhD, Master of Science, Bachelor of Science, Programme in Project Management, Senior Certificate</td>
</tr>
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<td></td>
<td>CSIR NextGen Enterprises and Institutions: Impact Area Manager, CSIR Meraka Institute: Principal Researcher and Research Group Leader, CSIR Meraka Institute: Senior Researcher, National University of Lesotho Head of Department, Alabama State University Adjunct Instructor, National University of Lesotho Lecturer</td>
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<tr>
<td>3.</td>
<td>Gauteng</td>
<td>Legal, Executive</td>
<td>Master Legum in Administrative</td>
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The Commission for Gender Equality (CGE) is an independent statutory body created in terms of the Constitution of the Republic of South Africa, 1996 (as amended). The CGE is committed to a society free from gender oppression and all forms of inequality. Applications are invited from suitably qualified candidates for the following position:

CHIEF EXECUTIVE OFFICER
(5-years performance-based contract)
All-inclusive negotiable annual remuneration package

This position reports to the Chairperson and Commissioners of the CGE. The successful candidate will be required to lead CGE secretariat in advising and support the CGE in a manner which ensures that the CGE discharges its legislative mandate and obligations consistent with national and international best practices.

Requirements:

• A post graduate qualification or NQF level 8 in one of these disciplines Law, Social Sciences, Human Rights or Gender and Development.
• A minimum of 7 years proven leadership experience in similar environment, 5 of which must be at executive level.
• Understanding and knowledge of the human rights, gender equality, PFMA and other relevant legislation including international human rights protocols.
• Extensive experience in managing financial and human capital including governance principles and related matters

The successful candidate must:

• Ensure that the CGE secretariat fully supports the Commission to execute its mandate in terms of the Constitution of the Republic of South Africa, 1996, the CGE Act, and any other applicable legislation.
• Prepare and submit an annual Strategic Plan and Budget to the employer for approval.
• Implement the approved Strategic Plan and Annual Performance Plan and report to the employer on progress on monthly, quarterly and on ad-hoc basis as the employer may require.
• Provide general leadership, direction and implement transformation and change management processes and initiatives.
• Ensure that there is proper, accurate leadership and management of the CGE secretariat at all times.
• Have the drive, leadership and good networks that can be mobilised to strengthen the CGE’s mandate.
• Ensure that the CGE secretariat and CGE service providers comply with relevant laws and regulations that apply to the operation of the CGE.
• Ensure the highest level of service delivery by CGE secretariat.

Please submit the following: CV and Certified copies of ID, qualifications & telephone details & e-mail addresses of contactable three contactable referees via email to [email protected]

Please note that no late applications will be accepted. Correspondence will be limited to the short-listed candidates only. Applicants with a foreign qualification must submit a SAQA evaluation report of their qualification. The CGE reserves the right not to fill this advertised position. The CGE is an equal opportunity, affirmative action employer committed to the achievement and maintenance of representivity (race, gender, and disability). Preference will be given to South African citizens. All shortlisted candidates will be subjected to competency assessment.

For general enquiries: Ms. Mankwele Mangwanatala, Tel: 083 579 3284

Closing date: 26 June 2020
The Honourable Speaker of National Assembly
Parliament of the Republic of South Africa
Cape Town
8000

Dear Honourable Speaker

PROGRESS REPORT ON THE APPOINTMENT OF THE EXECUTIVE DIRECTOR FOR THE INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE (IPID)

1. In terms of Section 6 of the IPID Act, 2011 the Minister is empowered to nominate a suitable qualified person for appointment to the office of Executive Director to head the Directorate in accordance with a procedure to be determined by the Minister.

2. The office of the Executive Director has been vacant since February 2019 and an acting Executive Director has been appointed to act in the position since then.

3. The position of the Executive Director for IPID was advertised on the Sunday Times newspaper with the closing date of the 12th of July 2019. However due to poor responses, the position was re-advertised with the closing date of the 30th of August 2019.
4. On the 24th February 2020 the recruitment Panel consisting of Ministers of Police, Communications and Digital Technology, Justice and Correctional services, Deputy Minister of Police, Head of Department Civilian Secretariat for Police Service, conducted the interviews on the filling of the Executive Director Position for IPID.

5. After the interviews and deliberations on each candidate, the Panel made a determination that none of the interviewed candidates could be considered for the position of the Executive Director for IPID.

6. The Panel took a decision that a Head Hunting process must be embark on in accordance with the relevant Public Service Recruitment Processes.

7. Due to the reasons mentioned herein above in paragraph No. 5, a request is hereby made to request Parliament to allow the recruitment Process to be finalised within the next two months or before the 30th of April 2020.

8. Parliament will be advised on the outcome on the appointment of the Executive Director for IPID once the recruitment process is completed.

Yours fr

Date: 26/02/2020
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<th>No.</th>
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<td></td>
<td>ICASA General Manager: Consumer Affairs, Commission on Gender Equality (CGE) Head of Department: Public Education and Information, SABC Specialist Producer, Administration Board Northern Transvaal: Sport Organiser</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Afrocentric Technologies Group CIO and CEO, ACSA Group CIO, DoH CIO, Department of Home Affairs DDG ICT, SASOL Senior IT Project Manager, Department of Health Director of Projects, Department of Health IT Manager, SITA IT Support Technician</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Employment:</td>
<td>African, Gauteng</td>
<td>Executive and Strategic Leadership Information Communication Technology</td>
<td>Master of Business Administration, Master of Arts in ICT Policy and Regulations, Postgraduate Diploma in Management Practice, Postgraduate Certificate in Chief Information Officer, National Diploma, Senior Certificate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>African, Male</td>
<td>Gauteng</td>
<td>Information Communication Technology, Masters of Information Technology, Degree of Bachelor of Library and Information Science, Baccalaureus Information Honours, Microsoft Project Certificate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Employment:</td>
<td>Director: Information Technology Operations at University of Pretoria, Department of Justice IT Infrastructure and Support Director, Statistics SA, Intranet Manager, Times Media Group Information Management Specialist, ICASA Information management Specialist, Liebenberg and Stander Consulting Engineers Information Management Officer, Careers Research and Information Centre Junior Information Officer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7.</th>
<th>African, Female</th>
<th>Gauteng</th>
<th>Executive and Strategic Leadership, Business Development, Researcher, Financial Management, Governance, Information Technology, Master of Business Administration, Bachelor of Science, Senior Leadership Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Employment:</td>
<td>AtDigitalyze CEO, Milestone Connexions CEO, Mctus Aftermarket Parts CIC, South African Township and Rural Development Institute CEO, Dimension Data Senior Contract and Service Delivery Manager, Independent Strategist and Business Advisor, Standard Bank Southern Africa Senior Portfolio Manager, National Research Foundation IT Manager, Cornstone Consulting IT Outsource Project Manager, ICT Works Consulting IT Outsource</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Programme Manager, SARS Team Lead Business Intelligence Analysis, HSBC Investment Services
South Africa Database Administrator, Websoft(Pty)Ltd
BI/DW Developer, Standard Bank of Southern Africa
Operations Analyst, IBM South Africa IT Specialist
Application Development and Y2K Project Manager,
The Foschini Group Graduate Programmer
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9.</strong></td>
<td><strong>10.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Current Employment:</strong></td>
<td><strong>Current Employment:</strong></td>
<td></td>
</tr>
</tbody>
</table>


<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**MSc Information Technology Management, Diploma in Solution Sales Management, Diploma in Service Delivery Management, Diploma in Information Systems**
<table>
<thead>
<tr>
<th></th>
<th>Regional Sales Manager at Telinut (Pty) Ltd</th>
<th>Male</th>
<th>Gauteng</th>
<th>Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Current Employment:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Head of Broadcast at KweseTV, SABC general Manager; Facilities, SABC Technical and Regional Manager; SABC National MCR Manager; SABC Senior Technician, Deputy Presiding Officer at IEC,</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Male</th>
<th>Gauteng</th>
<th>Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Current Employment:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Journalism: Daily Dispatch Media, Tutor: University of Fort Hare, Junior Lecture: University of Fort Hare, Senior Lecture: University of Fort Hare, Senior Lecture: Tshwane University of Technology, Senior Lecture: UNISA, Associate Professor: University of Limpopo, Shadow Director: School of Language and Communication Studies at University of Limpopo</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>African, Female</th>
<th>Gauteng</th>
<th>Marketing Communications, Graphic Design, Digital Marketing, Lecturer</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Current Employment:</td>
<td></td>
<td></td>
<td>PhD Communication Science, Diploma in Internet Studies, MA Communication, Diploma in Telecommunication, BA Communication Honours, BA Communication</td>
</tr>
<tr>
<td></td>
<td>Amscor General Manager; ACSA Corporate Specialist; Security Technology Projects, Head of Computer and Network Services at the University of</td>
<td></td>
<td></td>
<td>Masters of Business Administration, BSc. Computer Science</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>African, Male</th>
<th>Gauteng</th>
<th>Executive and Strategic Leadership, Information and Communication Technologies Skills, Technical,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>African, Gauteng</td>
<td>Corporate Governance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>-----------------</td>
<td>---------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Employment:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Varsha Media and Production Founder, Provincial Programming Advisor at SABC, SABC General Manager: PBS Radio, SABC General manager: Radio Strategy, SABC Group Programme Manager: PBS, Mindset Network Sales Manager, WorldSpace PTY LTD Regional Manager, WorldSpace PTY LTD Content Manager, P4 Radio Durban PTY LTD General Manager, Radio Metro Station Manager, Transkei Broadcasting Corporation Chairman of the Management Committee, Transkei Broadcasting Corporation Programme Manager</td>
<td>Executive and Strategic Leadership, Corporate Governance, Technical, Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Employment:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultant: Senior IT Business Analyst at Agilex Solutions, Senior Business Analyst at SITA, Consultant Business Analyst at Flowcentric Technologies, Business Analyst at Transnet-National Ports Authority, Business Systems Coordinator at</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DCDT post - DepComm
| 18. | Current Employment:  
ICT Director at NMBM, Senior IT Manager at EC Legislature, ICT Manager at Department of Safety and Liaison, Executive Head of Marketing and Sales at Vodacom, Executive Head of Operations at Vodacom South Africa, Customer Service Analyst at Caltex Oil South Africa, Computer Programmer at BP South Africa, Tutor at University of Cape Town. | African, | Eastern Cape | Business Analyst, Marketing, IT Specialist, BSc, Honours in Business Management, Certificate in Project Management, Bachelor of Science (Mathematics and Computer Science) | Gauteng |  |
| 17. | Current Employment:  
COO at Council for the Built Environment, Construction Health and Safety Technical Committee Member at Department of Labour, Board Committee Member at CHBD, Acting CEO at Council for the Built Environment, Chief Director Engineering Services at Department of Human Settlement, Acting Chief Director Infrastructure and Operations at Department of Public Enterprise, Acting Chief Director Infrastructure Planning at Office of the Gauteng Premier, Director Infrastructure and Operations at Department of Public Enterprise, Director Infrastructure Planning at Office of the Gauteng Premier, Trustee and Non Executive Director at House Owners Association, Senior Engineer Manager Infrastructure and Operations at Transnet, Board Committee Member at SA Institute of Civil Engineers. | African, | | Corporate Governance, Finance, Supply Chain, Project and Contract Management, Strategic Management, Information and Communication Technology, Business Development, Masters of Business Administration, Masters of Engineering Management, BSc Civil Engineering (Hons). Certificate in Co-operative Governance | Gauteng |  |
<table>
<thead>
<tr>
<th>Name</th>
<th>Current Employment</th>
<th>Location</th>
<th>Skills</th>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>18.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engineering Manager Infrastructure and Operations at Transnet, Market Trader at Entrepreneurial Enterprise, SRC President and School Governing Body at St Barnabas College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Current Employment:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organisational Brand Management Head at Services Sector Education and Training Authority (SSETA), External and Government Relations General Manager at Nossan South Africa, Brand and Corporate Communication General Manager at Nissan South Africa, Stakeholder Management and Provinicial Operations Acting Group Executive at SABC, Corporate Communications General Manager at SABC, Deputy Merger SDirector at Zanenza Communications Agency</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Summary:

5 African females
14 African males
1 Lesotho national – in the process of naturalization
DEPARTMENT OF PUBLIC ENTERPRISES

The Director-General of the Department of Public Enterprises (DPE) will be required to develop and lead a team that can effectively exercise the Shareholder's oversight responsibilities with increased vigour, and to help ensure that the seven State-owned companies (SOC's) in the DPE portfolio, realise their reliance on the focus and return to financial and operational sustainability. These SOC's support a number of strategic priorities of government, including to accelerate investment in the economy, to promote industrialization, to stimulate local manufacturing and to promote socio-economic progress in the communities where they operate. Through corruption, mismanagement and state capture, considerable damage was done to SOC's.

APPLICATIONS: The Department of Public Enterprises, Private Bag X15, Pretoria, 0029 or hand deliver at 80 Hamilton Street, Arcadia 0033 or 642 Cnr Olivia street and Jacqueline Drive, Garfonte, Pretoria, Postal Address: P.O BOX 324, Maboneng, 0003 or by email: dpe@dpe.gov.za; Tel 012 988 8953/8949

FOR ATTENTION: Human Resources

CLOSING DATE: 26 July 2019

NOTE: Applications must be submitted on form Z83 and should be accompanied by certified copies of qualifications, ID as well as a comprehensive CV in order to be considered. It is the applicant's responsibility to have foreign qualifications evaluated by the South African Qualification Authority (SAQA). Correspondence will be limited to successful candidates only. If you have not been contacted within 3 months after the closing date of this advertisement, please accept that your application was unsuccessful. Shortlisted candidates will be subjected to screening and security vetting to determine the suitability of a person for employment. Failure to submit the requested documents will result in your application not being considered. SMS posts will be subjected to a technical exercise that intends to test relevant technical elements of the job, the logistics of which will be communicated. Following the interview and technical exercise, the selection panel will recommend candidates to attend a generic managerial competency assessment (in compliance with the DPSA Directive on the implementation of competency-based assessments). The department reserves the right not to fill these positions. People with disabilities are encouraged to apply and preference will be given to the EE Target.

OTHER POST

POST: Director-General. REF NO: DPE/2019/010 [3-year contract]

UNIT: OFFICE OF THE DIRECTOR-GENERAL

Salary Level 16: R1 078 639 per annum (all inclusive remuneration package consisting of the basic salary of 70% and 30% flexible portion that can be structured according to individual needs)

REQUIREMENTS: An appropriate post graduate qualification (NCF Level 8) accompanied with at least 10 years of experience at senior managerial level (5 years must be a member of SMS in the Public Service, preferably in the public sector). The Global Economy; the Continental Economy, the Southern African Regional Economy and the South African Economy. The South African Government's vision, strategies, plans, policies, programmes, activities and the institutional arrangements to give effect to these. Global best practice in the design and management of State-owned entities. The history and current state of the SOC's within the Public Enterprise portfolio - in particular with respect to state capture and corruption - and how these SOC's, can be returned to operational proficiency and financial sustainability from their current precarious position. Management practise in the South African Public Service. Analytical thinking, lateral thinking, out-of-the-box thinking. Ability to work successfully with an executive authority or the equivalent. Leadership, management, administration, organizational design & development, change management.
monitoring and evaluation. Ability to work effectively with other players in Government and the Private Sector.

DUTIES: To marshal the resources of the DPE to advice, support and assist the Minister in his Mission to make the SOCs within the Public Enterprises Portfolio successful instruments of service delivery, enablers of economic growth and the providers of important, strategic economic infrastructure for our country. To lead, inspire, manage and constantly improve the DPE and its people and their ability to conduct oversight and help manage important assets of the state. To be an effective member of the senior Government Administration team.

Enquiries: Henrique Strauss (012) 431-1022
ANC

DPE: DIRECTOR-GENERAL

DEPLOYMENT COMMITTEE

JESSIE DUARTE
DEPUTY SECRETARY-GENERAL

PRAVIN GORDHAN
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<th>ITEMS</th>
<th>PAGE</th>
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<tr>
<td>Interview Report</td>
<td>5</td>
</tr>
</tbody>
</table>

## Annexures

<table>
<thead>
<tr>
<th>Annexures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidates Profile</td>
<td>Annexure A</td>
</tr>
<tr>
<td>Curriculum Vitaes of Candidates</td>
<td></td>
</tr>
<tr>
<td>Interview Panel Signatures</td>
<td>Annexure B</td>
</tr>
<tr>
<td>Declaration by Panel Members</td>
<td>Annexure C</td>
</tr>
<tr>
<td>Panel Members Attendance Register</td>
<td>Annexure D</td>
</tr>
</tbody>
</table>
in a quest to maintaining consistency, the Selection Panel agreed to a set of competencies, weighting including an interview performance rating of 1-5, 1 equating to dismal and 5 excellent.

The Selection Panel concurred with the criteria as outlined in the table below. The following table indicates the criteria used to select the candidates for recommendation to the Minister.

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate skills set</td>
<td>Skills profile of the proposed Board consist of:</td>
</tr>
<tr>
<td></td>
<td>• Engineering and infrastructure project management experience</td>
</tr>
<tr>
<td></td>
<td>• Understanding of Water resources and Environmental management</td>
</tr>
<tr>
<td></td>
<td>• Audit and public Finance;</td>
</tr>
<tr>
<td></td>
<td>• Legal and Risk management;</td>
</tr>
<tr>
<td></td>
<td>• Human Resources management;</td>
</tr>
<tr>
<td></td>
<td>• PFMA and King Code of Good Corporate Governance;</td>
</tr>
<tr>
<td></td>
<td>• Stakeholder empowerment</td>
</tr>
<tr>
<td></td>
<td>• Local government experience</td>
</tr>
<tr>
<td>Generational mix</td>
<td>Age range</td>
</tr>
<tr>
<td>Gender representivity</td>
<td>50% gender representivity</td>
</tr>
<tr>
<td>National and geographic spread</td>
<td>Balance between local and national</td>
</tr>
<tr>
<td>Race representivity</td>
<td>Representivity with 50% black Africans</td>
</tr>
<tr>
<td>Continuity current board members</td>
<td>The norm is to have continuity but considering the current state of governance is not a key criteria.</td>
</tr>
</tbody>
</table>

The interviews were conducted using ten (10) questions that were posed to each candidate by the Panel. The Panel rotated on leading the interviews. In a quest to maintaining consistency – the panel agreed to a set of competencies, weighting including an interview performance rating of 1-5, 1 equating to dismal and 5 excellent.

<table>
<thead>
<tr>
<th>Competencies / Knowledge Areas</th>
<th>Board Members</th>
<th>Chairperson &amp; Deputy Chairperson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting</td>
<td>Weighting</td>
<td></td>
</tr>
<tr>
<td>Public Administration</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>Strategy, Leadership and Transformation</td>
<td>10%</td>
<td>25%</td>
</tr>
<tr>
<td>Industry and Institutional Knowledge</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Corporate Governance, Governance protocols and Fiduciary duties</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>Technical Disciplines:</td>
<td></td>
<td>30%</td>
</tr>
<tr>
<td>• Technical, Engineering and Water Resource Management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


7 | Page
After due process and deliberations of the interviews, the Selection Panel agreed to recommend fourteen (14) highest scoring interviewed candidates from all the interviewing members based on performance, for Minister to appoint twelve (12) candidates out of the top fourteen (14) recommended candidates.

The Selection Panel took into consideration the guiding principles for selecting candidates, namely, the gender, geographic location and continuity. Of the fourteen (14) recommended candidates, six (6) are current interim Board members of Lepelle Northern Water. The Selection Panel reflected that continuity and retention of previous Board members was an important consideration in the selection process. The candidates were advised that their appointment is subject to security clearance and qualifications verification.

The following table represents the recommended candidates by the Selection Panel for possible appointment to the Board of Lepelle Northern Water and the summary of the ratings for the candidates as agreed by the Selection Panel:

<table>
<thead>
<tr>
<th>No.</th>
<th>Candidate</th>
<th>Competency</th>
<th>Gender</th>
<th>Location</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Finance</td>
<td>Male</td>
<td>Limpopo</td>
<td>193.5</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Engineering</td>
<td>Male</td>
<td>Gauteng</td>
<td>177.5</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Science and Technology</td>
<td>Female</td>
<td>Limpopo</td>
<td>174</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Environmental Management</td>
<td></td>
<td>Gauteng</td>
<td>171.5</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Environmental Management</td>
<td>Female</td>
<td>Gauteng</td>
<td>157.5</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Legal and Risk Management</td>
<td>Male</td>
<td>Limpopo</td>
<td>155.9</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Environmental Management</td>
<td>Male</td>
<td>Gauteng</td>
<td>152.5</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Corporate Governance</td>
<td>Male</td>
<td>Limpopo</td>
<td>148.5</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Legal and Risk Management</td>
<td>Female</td>
<td>Gauteng</td>
<td>137</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Corporate Governance</td>
<td>Female</td>
<td>Limpopo</td>
<td>136.5</td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>Engineering</td>
<td>Female</td>
<td>Gauteng</td>
<td>134</td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>Corporate Governance</td>
<td>Male</td>
<td>Gauteng</td>
<td>129</td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Corporate Governance</td>
<td>Female</td>
<td>Gauteng</td>
<td>125.5</td>
</tr>
<tr>
<td>14</td>
<td></td>
<td>Corporate Governance</td>
<td>Female</td>
<td>Eastern Cape</td>
<td>124</td>
</tr>
</tbody>
</table>
The panel members reached a sufficient consensus and agreed that the calibre of the recommended candidates brings a wealth of experience at Board level including knowledge supplemented by qualifications. The full profile for each candidate recommended for appointment by the Selection Panel is attached as Annexure A.

The table below reflects the race and gender composition of the fourteen (14) recommended candidates.

<table>
<thead>
<tr>
<th>Race</th>
<th>Gender</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black African</td>
<td>Female</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>14</td>
</tr>
</tbody>
</table>

5.4 RECOMMENDATIONS

It is recommended that the Deployment Committee:

5.1 Considers the following for the position of the Chairperson:

<table>
<thead>
<tr>
<th>No.</th>
<th>Candidate</th>
<th>Competency</th>
<th>Gender</th>
<th>Location</th>
<th>LNW Board Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Science and Technology</td>
<td>Female</td>
<td>Limpopo</td>
<td>First time</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Legal and Risk Management</td>
<td>Female</td>
<td>Gauteng</td>
<td>Interim Board</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Environmental Management</td>
<td>Male</td>
<td>Gauteng</td>
<td>Interim Board</td>
</tr>
</tbody>
</table>

The first candidate will serve the Board of Lepelle Northern Water for the first time, whereas the other two have served in the Interim Board and will ensure continuity.
5.2 The Deployment Committee to consider the following for the position of the Deputy Chairperson:

<table>
<thead>
<tr>
<th>No.</th>
<th>Candidate</th>
<th>Competency</th>
<th>Gender</th>
<th>Location</th>
<th>LNW Board Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Finance</td>
<td>Male</td>
<td>Limpopo</td>
<td>First time</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Engineering</td>
<td>Male</td>
<td>Gauteng</td>
<td>First time</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Corporate Governance</td>
<td>Female</td>
<td>Limpopo</td>
<td>First time</td>
</tr>
</tbody>
</table>

RECOMMENDATION 5.1

Candidate__________________________ is appointed as the Chairperson of Lepelle Northern Water.

RECOMMENDATION 5.2

Candidate__________________________ is appointed as the Deputy Chairperson of Lepelle Northern Water.

Duly signed:

__________________________

CHAIRPERSON: DEPLOYMENT COMMITTEE

DATE
Annexure A: Candidates Profile
The following suitable candidates were recommended to be appointed as Board Members of Lepelle Northern Water:

1. **Engineering (Project Management, Construction, Contract Management)**

<table>
<thead>
<tr>
<th>CV No.</th>
<th>Name</th>
<th>Race</th>
<th>Gender</th>
<th>Qualification/s:</th>
<th>Current Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td></td>
<td>African</td>
<td>Female</td>
<td><strong>PhD: Civil Engineering - Current (Wits)</strong>, MBA - University of North West - 2018, MSc Eng. - Wits - 2017, BSc - University of Limpopo - 2009, BSc in Water &amp; Sanitation - University of Limpopo - 2007</td>
<td><strong>Skills:</strong> She possesses practical and technical knowledge that is coupled with a passion for water and sanitation, research, management, research and development, monitoring and evaluation of projects, environmental management, water and sanitation, civil engineering as well as project and programme management. I am currently employed by Agram, South Africa (ASA) as Technical Group Leader for Research and Development</td>
</tr>
<tr>
<td>72</td>
<td></td>
<td>African</td>
<td>Male</td>
<td><strong>PhD Construction Management - Nelson Mandela University - Apri 2020; MBA - Unisa - 2012; MSc - Built Environment - Nelson Mandela University - 2010; BSc - Construction Management - University of Free State - 2013; BTech - Construction Management - TUT - 2003; NDip. Building - 2002</strong></td>
<td><strong>Skills:</strong> He has 20 years’ experience in the built environment and engineering and has worked both in the public sector (three spheres of government namely local government, provincial government and national government) and private sector (consulting for consultants and contracting for a contractor)</td>
</tr>
<tr>
<td>CV No</td>
<td>Name</td>
<td>Race</td>
<td>Gender</td>
<td>Qualification(s)</td>
<td>Skills</td>
</tr>
<tr>
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<td>--------</td>
</tr>
<tr>
<td>47</td>
<td></td>
<td>African</td>
<td>Females</td>
<td>MBA; PhD (Agriculture); MSc Agriculture; BSc Agriculture (Hons); BSc Agriculture</td>
<td>She is a seasoned professional and researcher with more than 30 years working experience. Possesses solid ability to deliver high levels of performance demonstrating exceptional people management experience to drive change and improve performance. Thorough understanding of governance, and working effectively with a board utilising strategic thinking, effective financial management and commercial acumen.</td>
</tr>
</tbody>
</table>

PREVIOUS: Member of the Task Team on Integrated Sustainable Rural Development and Urban Renewal Programme |
3. Accountants, Treasury, Corporate and Project Finance

<table>
<thead>
<tr>
<th>GV No.</th>
<th>Name</th>
<th>Gender</th>
<th>Race</th>
<th>Qualification(s)</th>
<th>Skills</th>
<th>Directorship</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>PREVIOUS: North Development Corporation: Chairperson of Audit and Risk Committee (2017-2020); Tshwane University of Technology: Chairperson of Audit and Risk Committee (2018-2020); North West Department of Education: Member Audit Committee 2017-2020</td>
</tr>
</tbody>
</table>
### 4. Legal and Risk Management

<table>
<thead>
<tr>
<th>CV No</th>
<th>Name</th>
<th>Gender</th>
<th>Race</th>
<th>Qualification(s)</th>
<th>Skills</th>
<th>Directorship</th>
</tr>
</thead>
<tbody>
<tr>
<td>108</td>
<td></td>
<td>African Female</td>
<td></td>
<td>LLB; LLM: Corporate Law; LLM - labour Law (Current)</td>
<td>She has extensive experience in rendering legal advice to the public sector. She is well versed with public services policies, the PFMA, and its Regulations, King Codes on good Governance, Companies Act, corporate governance and leadership issues.</td>
<td>Interim Board Member: Lepelle Northern Water; Member: Royal Throne Assemblies of God; Member: Mapalana Makgapa Foundation</td>
</tr>
</tbody>
</table>

PREVIOUS: Not indicated
### 5. Environmental Management

<table>
<thead>
<tr>
<th>CV No.</th>
<th>Qualification/s:</th>
<th>Skills:</th>
</tr>
</thead>
<tbody>
<tr>
<td>46</td>
<td>PhD: Chemical Technology; MSc - Applied Radiation Science &amp; Technology; Postgraduate Dipl. - Applied Radiation Science &amp; Technology; BSc - Physics &amp; Chemistry</td>
<td>She is a seasoned professional female Nuclear Physicist, Water and Environmental Engineering Specialist Professional with an extensive corporate governance experience within the water and energy, waste, engineering and petroleum space, driven by a strong desire to achieve outstanding personal career growth and development.</td>
</tr>
<tr>
<td></td>
<td><strong>Directorship:</strong></td>
<td><strong>Previous:</strong> Board Tender Committee Chairperson: ESKOM; Audit &amp; Risk and Investment and Finance Committees Member: ESKOM; Commissioner: National Planning Commission, The Presidency, Department of Planning, Monitoring and Evaluation; Social and Ethics and Transformation Committee Member: NECSA; Social and Ethics and Transformation Committee Member: NECSA; Research and Development Committee : NECSA</td>
</tr>
<tr>
<td>170</td>
<td>PhD Environmental Geosciences; MSc Environmental Sciences; BSc Environmental Sciences Honours; BSc Environmental Sciences, MBA</td>
<td>He has 16 years' experience in the Environmental Sciences field - environmental management and legal compliance, Health and Safety Management, Community Development. Has technical expertise in Project Management, Environmental Management, Mining Charter implementation, Governance sustainability management and reporting. Has international and national academic publications, Journals</td>
</tr>
<tr>
<td></td>
<td>African</td>
<td>Male</td>
</tr>
<tr>
<td>179</td>
<td></td>
<td>African</td>
</tr>
<tr>
<td>-----</td>
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<td>---------</td>
</tr>
<tr>
<td><strong>Directorship:</strong></td>
<td></td>
<td><strong>CURRENT:</strong> Interim Board Member at Lepelle Northern Water; Corf and Fred Consulting Engineers PTY LTD from (2014 to date)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>PREVIOUS:</strong> None</td>
</tr>
<tr>
<td><strong>Qualification/s:</strong></td>
<td></td>
<td>B. Agric - University of Venda, B. Inst. Agric (Hons) - University of Pretoria, M. Inst. Agric (Masters), M. Eng. (Masters) - University of Pretoria, Masters in Business Leadership (MBL) - UNISA, Diploma in Municipal Governance from the University of Johannesburg.</td>
</tr>
<tr>
<td><strong>Skills:</strong></td>
<td></td>
<td>A seasoned executive specialising in environmental sustainability and engineering, with 20 years of industry experience gained in various senior roles across diverse industries and in both the public and private sector, including at the development finance institution.</td>
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</table>

6. Corporate Governance

<table>
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<tr>
<th>100</th>
<th></th>
<th>African</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Qualification/s:</strong></td>
<td></td>
<td>Post Graduate Diploma: Management; Advanced Certificate in Governance and Public Leadership; Diploma in Leadership Development and Management</td>
<td></td>
</tr>
<tr>
<td><strong>Skills:</strong></td>
<td></td>
<td>He has 20 years' experience of which 10 years served as a Member of Parliament (MP) at Limpopo Provincial Legislature. He has the knowledge and understanding of organisational operations in the field of strategic and leadership</td>
<td></td>
</tr>
</tbody>
</table>
| 104 | African | Male | Qualification/s: Bachelor of Business administration; Executive Development Program; Certificate, Marketing, Certificate in Development Planning and Management; Bachelor of Commerce - Incomplete  
Skills: He is a seasoned and experienced Socio-Economist cutting across several sectors of the economy, politics and business. These sectors encompass leadership roles in investment promotion, economic and business development, social development, job creation and retention and governance in the private sector.  
Directorship:  
CURRENT: Interim Chairman - Lepelle Northern Water; Chairman-Black Association of Commercial Property Owners; Trustee-Colins Chabane Foundation  
PREVIOUS: President, Black Management Forum, Limpopo; President, Polokwane Golf Club 2004 –2005 |
| 113 | African | Female | Qualification/s: MBA; Masters Diploma: HR; BA - Psychology of Education; B.Ed  
Skills: She has extensive governance experience. She has necessary skills, qualifications and competencies and possesses exceptional business and leadership skills. She has an intimate understanding of PFMA and has vast knowledge of the Public Service and the Schedule 2 and 3 entities, in terms of the PFMA.  
Directorship:  
CURRENT: Interim Board member at Lepelle Northern Water; Member: Audit and Risk Committee; Chairperson: Corporate Services Committee Member: ARCO of RTIA  
PREVIOUS: Chairperson: Board of the WRSETA; Chairperson: Ingwe TVET College |
| 126 | African | Female | Qualifications: Post Graduate Diploma: Human Settlement; Post Graduate Diploma: Management of Governance; B.Ed – Education; BA – Unisa; Diploma: Clothing Construction; Senior Secondary Teachers Cert. | Skills: She has a wealth of experience in leadership positions and academic capabilities within the Government institutions across different spheres. She has the knowledge and understanding of good governance. | Directorship: CURRENT: Member: African National Congress Caps; Member: African National Women's Congress. PREVIOUS: Convener: Progressive Women's movement of SA; Board Member: Moletjie Community Radio Station; Chairperson: SANCO. Qualifications: Masters: Agriculture & Rural Development; Cert. Poultry Production; Honours Degree, Cert. Advance Computer; BA: Agriculture and Rural Development. Skills: She has a wealth of experience in leadership positions and academic capabilities within the Government institutions across different spheres. She has the knowledge and understanding of good governance. Directorship: CURRENT: Interim Board Member at Lepelle Northern Water. PREVIOUS: None. |
Annexure A: Candidates Curriculum Vitae
Annexure B: Interview Panel Signatures
Annexure C: Declaration by Panel Members
Annexure D: Panel Members Attendance Register
ROAD TRAFFIC INFRINGEMENT AGENCY
BOARD APPOINTMENT

(8) The board meets at least twice per year or as often as may be required.
(9) The board determines its own procedures for meetings and decisions and may, in the absence of a chairperson, elect a member contemplated in subsection
(1) (a) or (b) as acting chairperson.
(10) Members of the board who are not in the full-time employment of the State may be paid such remuneration and allowances as may be determined by the Minister in consultation with the Minister of Finance.

NOTES

• The RTIA currently has no Board and the Registrar acts as both the Accounting Officer and the Accounting Authority of the Agency.
• In terms of the enabling law, RTIA’s Board consists of 7 members, one of whom is a Director of Public Prosecutions nominated by the National Director of Public Prosecutions and the other is the RTIA Registrar.
• Minister is required to appoint 5 members to the Board.
• Considering the role and mandate of RTIA and its centrality in implementing the AARTO Act, it is imperative that the skills mix of the Board must enable it to make sound decisions and effectively guide management in the execution of the day to day management of the Agency. The recommended list must therefore be published in the Government Gazette for comments/objections and a copy of the notice provided to the Portfolio Committee on Transport and the Select Committee on Transport, Public Service & Administration and Public Works & Infrastructure.
• The final list of 5 candidates is reflected below.

BREAKDOWN OF RECOMMENDED CANDIDATES

<table>
<thead>
<tr>
<th>SKILL</th>
<th>GENDER</th>
<th>RACE</th>
<th>BELOW 40</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>African</td>
<td>Coloured</td>
</tr>
<tr>
<td>Internal Audit/Finance</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Legal</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

The National Director of Public Prosecutions has nominated the Limpopo Director of Public Prosecutions, Adv Ivy Thenga, making the representation on the Board 3 males and 3 females.
<table>
<thead>
<tr>
<th>NO</th>
<th>NAME</th>
<th>SKILL CATEGORY</th>
<th>GENDER</th>
<th>RACE</th>
<th>AGE</th>
<th>ABRIDGED CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td>Legal</td>
<td>Female</td>
<td>African</td>
<td>44</td>
<td>Ms Zulu is an African female whose experience covers law and governance, with particular focus on supply chain compliance. Her experience in the public sector includes pioneering the establishment of a Municipal Bid Appeals Tribunal across 60 municipalities in KZN. She has worked as a Claims Assessor for the RAF. She currently serves as a member of the DTI's Companies Tribunal, member of the Construction Industry Development Board (CIDB) Board and member of the Ilentse District Municipality Audit Committee.</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td>Legal/Policing</td>
<td>Male</td>
<td>African</td>
<td>64</td>
<td>Mr Misetweni is a 64-year-old African male, whose experience is almost entirely in law enforcement. He has vast experience starting as a Traffic Officer and climbing through the ranks to an Acting Chief Superintendent: Internal Investigations. He has served as Deputy Director: Road Policing, Director: Business Liaison and Director: Legal Support at the Tshwane Metro. He holds a B. Tech degree in Road Traffic and Municipal Police Management, a Certificate in Road Transport Management and a Higher Diploma in Management Studies. He has served as a member of the CBRTA, Provincial Regulatory Road Transport Agency and Municipal Regulatory Road Transport Agency. Mr Misetweni is recommended as Chairperson the Road Traffic Infringement Agency (RTIA).</td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td>Corporate Governance</td>
<td>Male</td>
<td>Indian</td>
<td>38</td>
<td>Dr Dala is a 38-year-old Indian Male who holds a PhD in Information Technology. His experience spans both the public and private sectors. He has served as a Director: IT Audit at National Treasury, Senior Manager: Information Security &amp; Compliance at e-Commerce Online Gaming and Regulation Authority, Senior Consultant: IT Audit and Information Security Consulting at PriceWaterhouseCoopers, Director Project Assistant at the Johannesburg Securities Exchange.</td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td>Legal/Policing</td>
<td>Female</td>
<td>African</td>
<td>39</td>
<td>Ms Khosa-Shikwambana is an African Female who holds a Masters Degree in Policing. Her experience is in academics and is currently a Lecturer at the Tshwane University of Technology. She has written and delivered several papers on Policing. She holds a Masters degree in Policing, Diploma in Public Management, Certificate in Risk Management and Certificate in Private and Corporate Investigation. She is currently working on a PhD in Literature and Philosophy in Police Science.</td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td>Internal Audit/Finance</td>
<td>Male</td>
<td>African</td>
<td>33</td>
<td>Mr Ramolela is a 33-year-old African Male Chartered Accountant, whose experience is in auditing. He is currently a partner at Differentia Chartered Accountants. He holds a B.Com Accounting and Higher Diploma in Accountancy. His experience is in the private sector and has lectured financial reporting and management accounting at UNISA.</td>
</tr>
</tbody>
</table>
MINISTER IN THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

Private Bag X1000, Pretoria, 0001; Tel: 012 300 5200 / 021 484 2100

[Signature]
Deputy President, Head of the Deployment Committee
African National Congress
Luthuli House,
Johannesburg
GAUTENG

RE : DEPLOYMENT COMMITTEE CONSIDERATION AND APPROVAL OF COUNCIL MEMBERS FOR INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA

Dear Comrade Deputy President

This serves to report to the Deployment Committee about work done regarding the Parliamentary process for the appointment of ICASA Council members by the Minister upon the approval by the National Assembly, having regard to a public participatory nomination, transparency and openness. In terms of the legal prescribe," the National Assembly will submit to the Minister a list of suitable candidates at least one and a half times the number of Councilors to be appointed".

The National Assembly having invited nominations to fill five (5) vacancies in the ICASA Council, in accordance with the ICASA Act (as amended), with the closing date of September 2019, received 75 nominations. The Parliamentary Committee on Communications shortlisted and interviewed the candidates. After consultation and engagements with the ANC Study group in Parliament, with regard to the filling of the 5 vacant positions of ICASA Council,
attached is the prioritized list of 10 candidates, read with the original full list of applicants received of 75 candidates.

Initially ICASA had 9 Councilors, the Chairperson Mr. Ruben Mohialoga was removed by Parliament after an inquiry, eight (8) Councilors remained and an acting Chairperson was appointed. Out of the 8 remaining, the term of 4 Councilors ends on the 10th of June 2020, meaning ICASA will be left with 4 Councilors. In addition, one of the 4 who would be remaining had resigned effective from 1 July 2020.

I therefore, plead with the Deployment Committee to consider and support the appointment of five (5) candidates nominated to serve on the ICASA Council. The Council, viewed collectively, must be representative of the broad section of the Republic, possess suitable qualifications, expertise and experience in the fields of (amongst others) broadcasting, electronic communications and postal policy or operations, public policy development, law, electronic engineering, marketing, journalism, entertainment, education, economics and finance. Therefore, the candidates to be appointed should have one or more of the above or any other relevant expertise or qualifications.

Thanking you in anticipation.

Yours faithfully

Acting Minister of Communications and Digital Technologies

Date
<table>
<thead>
<tr>
<th>NO</th>
<th>GENDER</th>
<th>AGE</th>
<th>NAME &amp; Surname</th>
<th>QUALIFICATIONS</th>
<th>EXPERIENCE</th>
</tr>
</thead>
</table>
| 1  | Male   | 33  |                | • Current Councillor – Acting Chair  
• Doctor of Philosophy in Business Administration  
• Master of Business Administration  
• Certificate in Applied Project Management & National Diploma in Public Relations Management. | • ICASA Councillor  
• Former SAMSUNG staff  
• Former Anglo American staff  
• Former Sunday Times staff  
• Former BUSA staff |
| 2  | Female | 46  |                | • BSC  
• Masters in ICT & Regulation policy | • TFR Training Institute  
• Former Telkom staff  
• Former ICASA staff  
• Former TRANSTEL staff  
• Former TRANSNET staff |
| 3  | Male   | 62  |                | • Master of Public Admin  
• BA Honours | • Former SAPO Board member  
• Invula Group  
• Fordworks and Associates  
• Armscor |
| 4  | Male   | 56  |                | • Current Councillor  
• Master of Arts in the Field of ICT Policy & Regulation, Managing the | • ICASA Councillor  
• Former ICASA staff  
• Former SATRA staff  
• Former Neotel staff |
<table>
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<tr>
<th></th>
<th></th>
<th>Telecommunications Environment, Policy &amp; Regulation</th>
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<tr>
<td></td>
<td></td>
<td>• National Higher Diploma and Leadership &amp; Management Development Programme</td>
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</tbody>
</table>
| 5. | Male | 62 | • Master of Laws with specialisation in International Law  
• Master of Laws with specialisation in Aviation and Space Law | • Former Special Advisor (Minister of Communications)  
• Former member of State Security Agency  
• Former Chief Director (Department of Communications)  
• Former IBA Councillor  
• Former Chairperson of Space Affairs Council of SA  
• Former Regulatory Affairs Manager of Telkom |
| 6. | Female | 48 | • Masters in ICT Policy  
• BA in Industrial Sociology  
• Current regulatory specialist | • Former Telkom staff  
• Former SA Tourism  
• Former Sun International |
| 7. | Female | 37 | • BSc Engineering  
• Masters in Engineering Management | • COEGA  
• Former Siemens  
• Former Telkom Media  
• Former SABC staff |
| 8. | Male | 49 | • MA in International & Development Economics, GM at ICASA | • Former ICASA staff  
• Former Competition Commission staff  
• Former SARB staff  
• Former The Presidency staff |
<p>| 9. | Male | 67 | • PhD, Telecoms Policy, Research | • Lecturer |</p>
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<tbody>
<tr>
<td>10.</td>
<td>Male</td>
<td>61</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• BA</td>
<td>• ICASA</td>
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<td></td>
<td></td>
<td></td>
<td>• MA of Business Admin</td>
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<td></td>
<td>• Independent Consultant</td>
<td>• Commission on Gender Equality</td>
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<td></td>
<td>• Former COSATU staff</td>
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<td>• Former ABSA staff</td>
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<td>• Former DoE staff</td>
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<td></td>
<td>• Admin Board Northern Transvaal</td>
</tr>
</tbody>
</table>
### Job Position
Chief Executive Officer (5 Years Fixed Term Contract)

### Organization
NEMISA

### Office Location
Office of the Chief Executive Officer
Parktown, Johannesburg

### Salary Range
Grade 15

### Reporting Relationships
Board

### Reference Number
NEM19/11/2019

### Main Purpose of Job
To provide overall leadership, integration and coordination in the execution of the digital agenda within the country through ensuring that digital skills expertise, knowledge and resources impact the development and learning within Government and society; build an Institute that will be responsive to the future of work in the era of the 4th Industrial Revolution.

### Job Objectives

#### (a) Strategic Leadership
- Develop, manage and execute the Institute’s strategy, and drive the strategic direction of the Institute
- Ensure that all business units’ strategies and plans are aligned with the overall Institute
- Set comprehensive goals and objectives for performance and growth
- Drive the formulation of the Institute’s strategy, policies and decision making
- Develop, establish and direct the execution of operating policies to support overall institutional objectives
- Develop, establish and direct the implementation of strategic business plans
- Oversee all initiatives across the Institute to ensure that their conception and implementation support the Institute’s strategic objectives
- Provide leadership and input for strategic and annual planning processes
- Provide input into the implementation of new processes and approaches to achieve strategic objectives
- Drive the overall values of the Institute in a manner that insures trust and credibility within internal and external stakeholders
- Position NEMISA as digital skills training institute of choice in the 4IR era

#### (b) Policy and Compliance Management
- Drive the formulation of policies to promote the Institute’s achievement of strategic objectives and ensure a clean administration
- Ensure that the Institute maintains full and proper records of relevant activities as required by legislative prescripts
- Drive the establishment of internal processes for checking of compliance with legislative prescripts
- Provide advocacy to stakeholders on policy interpretations, and drive the awareness of policy changes
- Ensure that all business units comply with relevant policies, processes and systems
- Ensure the compilation and submission of statutory reports in line with agreed standards and time line

(c) Risk Management
- Drive the development of a Risk Management Strategy, tools, practices, and policies for the Institute to analyse and report risks in line with the overall risk strategy
- Ensure the management of risks according to the Risk Management Framework
- Ensure the effective monitoring and evaluation of risk related activities
- Provide input to the Risk Management unit, EXCO and Board on risk management practices within the Institute
- Ensure that the Institute reflects practices and behaviors that are ethical, credible and professional

(d) Financial Management
- Drive the effective management and monitoring of financial resources and ensure compliance with management directives
- Ensure the effective management and monitoring of Institute cash balances and forecasts
- Ensure the effective management and investment of Institute assets and pension funds to extract maximum benefit
- Ensure the monitoring and controlling of expenditure of the Institute in line with the budget
- Ensure the compilation and submission of accurate financial data in accordance with prescribed guidelines, standards and formats
- Ensure the effective management of the acquisition of assets and resource requirements within the Institute

(e) Human Capital Management
- Drive the management of human capital assets and ensure maximum performance, capacity, capability and well-being
- Ensure the provision of required training and development to employees to ensure optimal performance
- Drive the determination of staffing requirements, and ensure recruitment and retention of high performing individuals
- Ensure that training interventions are aligned with the Institute's and employees' needs
- Drive the implementation of an effective performance management system and ensure the management of employee performance against agreed standards and objectives
- Provide overall leadership and support the Institute's employees by keeping them informed and engaged, providing ongoing performance feedback, coaching and guidance

(f) Stakeholder Management
- Participate in internal and external stakeholder forums as directed
- Represent and participate in the Institute's committees and/or task teams
- Engage and build inter-departmental relationships with internal stakeholders, in order to drive overall performance
- Engage and build inter-governmental and business relationships and ensure the capitalisation of funding opportunities
- Attend meetings and present findings and proposals to members and management
- Represent the Institute at external events through the display of ethical leadership
### Education: Formal Qualifications

*Education involves the acquisition of knowledge and skills through learning where subject matter is imparted systematically. Formal qualifications are obtained by studying at formal institutions e.g. universities, Technicons, colleges, etc.*

<table>
<thead>
<tr>
<th>Level of Education:</th>
<th>Minimum:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Post graduate qualification (NQF Level 8) in Data Science or related Business Administration, ICT, Digital</td>
</tr>
<tr>
<td></td>
<td>• Master’s Degree in these principles will be an added advantage</td>
</tr>
</tbody>
</table>

### Job-related Work Experience

*Experience is obtained through opportunities for exposure and practice at work. It includes all working experience that has some bearing on the job and is not restricted to the current organisation. Supervised on-the-job training, internships and learnerships are incorporated within this category.*

<table>
<thead>
<tr>
<th>Minimum:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 5 - 7 years' experience in Senior/Executive Management</td>
</tr>
<tr>
<td>• 5 years' research in ICT or related skills</td>
</tr>
<tr>
<td>• 5 + years' experience in a similar environment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ideal:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 5 years' experience in a similar environment</td>
</tr>
</tbody>
</table>

### Job-related Knowledge

*Job-related knowledge is typically gained through formal or informal training programs (these exclude programs through which Formal Qualifications are attained). It includes knowledge of facts, data and information and understanding the rationale behind models, theories and principles.*

- Extensive knowledge and understanding of national service delivery priorities
- Knowledge and understanding of national and provincial growth and development strategies
- Public Finance Management Act (PFMA)
- Knowledge of digital skills applications within an educational context
- Knowledge of the National Development Plan, National Qualifications Framework and Skills Development Processes
- National Integrated ICT White Paper
- SA Connect: Broadband Policy
- Knowledge of National, Provincial and Local Government Protocols
- Treasury Regulations
- Supply Chain Management practices and processes
- Knowledge of general financial management, budgeting and reporting processes within the Public Sector
- Advanced Excel & knowledge working on Financial Accounting systems

### Competency requirements
Important note:

- Please email through comprehensive CV and certified copies of Qualifications/Supporting documents to: [redacted]
- Preference will be given to historically disadvantaged applicants.
- Only candidates who meet the minimum requirements should apply.
- NEMISA reserves the right not to make an appointment.
- Correspondence will be limited to shortlisted applicants only.
- Closing Date: 24 January 2020

We are committed to Employment Equity when recruiting internally and externally. It is company policy to promote from within wherever possible. Therefore, please be aware that internal candidates will be considered first before reviewing external applicants, if this supports achievement of our Employment Equity goals.
The Deputy Secretary General  
African National Congress  
Luthuli House  
Johannesburg  
2000  
03 June 2020  

By email:  

NOTICE TO THE DEPLOYMENT COMMITTEE: ADVERTISED POST OF DIRECTOR-GENERAL  
DEPARTMENT OF SMALL BUSINESS DEVELOPMENT  

1. This serves to inform the National Deployment Committee of the intention of the Department of Small Business Development to fill the vacant post of Director-General.  

2. The post was advertised on City Press on Sunday 05 May 2020 and public service circular of 25 May 2020. The closing date of 05 May 2020 has been extended to 10 June 2020.  

3. A copy of the City Press advertisement has been attached.  

Regards  

By email  

[Redacted]  

Minister for Small Business Development
Unisa students unhappy with online exams

The Department of Defence and Military Veterans is on the lookout for new personnel to fill several positions. The positions are open to both military and civilian candidates, with applicants required to meet certain eligibility criteria. The following list outlines the positions available:

- **Medical Specialist**
  - **Location:** Pretoria
  - **Responsibilities:** The position requires medical professionals with experience in the field of military medicine. The successful candidate will be responsible for providing medical care to military personnel and their families.

- **Administrative Officer**
  - **Location:** Various
  - **Responsibilities:** The position entails administrative duties, including managing files, managing budgets, and coordinating with various stakeholders. The successful candidate will have strong organizational skills and the ability to work in a fast-paced environment.

- **Information Technology Specialist**
  - **Location:** Pretoria
  - **Responsibilities:** The position requires individuals with expertise in information technology. The successful candidate will be responsible for maintaining computer systems, providing technical support, and ensuring the smooth functioning of IT infrastructure.

- **Human Resources Specialist**
  - **Location:** Various
  - **Responsibilities:** The position entails managing human resources matters, including recruitment, training, and development. The successful candidate will have strong interpersonal skills and the ability to maintain a positive work environment.

- **Finance Officer**
  - **Location:** Various
  - **Responsibilities:** The position requires individuals with expertise in finance and accounting. The successful candidate will be responsible for managing financial records, preparing financial reports, and ensuring compliance with financial regulations.

For more information on the positions available and the application process, please visit the Defence and Military Veterans website or contact the relevant personnel. Closing date for applications is 25 May 2020.
Position(s):
- Chairperson; and
- Non-Executive Board Member

Summary

There are different requirements in the legislation governing the National Lotteries Commission – the Chairperson post goes through a parliamentary process, whilst ordinary membership does not.

Chairperson.
The vacancy in the post for Chairperson needs to be filled by 1 December 2020. Following a public call for nominations in September 2020, 51 candidates were proposed. During October, an independent process was followed to narrow the list; and subsequently in November an Inter-Ministerial shortlisting committee identified the three strongest candidates based on governance experience and profile.

A shortlist will need to be submitted to Parliament for a public and transparent process to be followed, in accordance with the Lotteries Act, prior to a decision on a final candidate.

The three strongest candidates identified for the shortlist are:

- [Name]
- [Name]
- [Name]

Additional Board Member

In addition to the above, there is one vacancy for a Board member for the NLC. An advert was placed for nominations and 82 nominations were received.

Following a shortlisting process, the following three candidates were identified as most suitable for consideration:

- [Name]
- [Name]
- [Name]
Background

The National Lottery Commission regulates various lotteries including sports pools, society lotteries, raffles and competitions. The NLC monitors and regulates the running of various lottery competitions, including those organised by non-profit organisations to raise funds and by companies to promote their goods and services. The NLC also serves as a funder, providing registered Non Profit Organisations with funding to establish projects that improve the lives of everyday South Africans.

The operations of the NLC are overseen by a board, appointed by the Minister of Trade, Industry and Competition.

Composition of the Board

The composition of the board has been prescribed by the Act, and consists of the following:
- a chairperson;
- one member designated by the Minister; and
- not more than five members who have proven business acumen or applicable knowledge or experience with regard to matters connected with the functions of the board, and of whom at least one should be a legal practitioner admitted to practise in the Republic and at least one a chartered accountant in the Republic.

Prior to the vacancies, there were 3 female and 3 male ordinary board members, in addition to the Chairperson who is male.

Currently, there are 2 females and 4 males on the Board, including the Chair. The vacancy for Chair will mean 2 females and 3 males on the Board.

Legislative provision for appointment of board members

The members of the Board are appointed by the Minister of Trade, Industry and Competition in terms of the Act.

The process to appoint the Chairperson of the Board is prescribed in terms of Section 3(3) of the Act, which states:

The Chairperson shall be appointed after:
- the Minister has by notice in the Gazette; and in not less than two newspapers circulating in every province invited interested parties to nominate persons suitable for appointment as chairperson;
• the relevant committee of the National Assembly has made recommendations to the Minister in relation thereto
• a transparent and open process of considering persons so nominated.

Process followed to date

Call for nominations

On 4 September 2020, a notice was published in the Government Gazette, and on 6 September 2020, a notice was published in both the Sunday Times and City Press requesting call for nomination for (i) the position of Chairperson; and (ii) the additional board member position. (Please see advert attached.)

Members of the public were given until 21 September 2020, to submit their nominations to the Department of Trade, Industry and Competition for consideration.

More than 51 nominations were received for the position of the Chairperson of the board; while a further 82 nominations were received for the position on non-executive board member.

The list of nomination for both the position of Chairperson, and non-executive board member are attached.

Independent shortlisting panel

Following the receipt of nominations, referred to above, an independent panel was established to further shortlist candidates for the position of Chairperson and to make recommendations to the Ministry of Trade, Industry and Competition on the suitability of candidates for the position of Chairperson.

The Independent Shortlisting Panel was requested to consider the candidates who had been nominated for the position of Chair following the public call, and to identify candidates who had the requisite qualities to serve as Chairperson, bearing in mind the need to ensure good governance and transparency.

Following their deliberation of the 51 candidates nominated to the position of Chairperson of the board, the Independent Shortlisting Panel identified up to six individuals for consideration for shortlisting.

Ministerial shortlisting panel

Following the further shortlisting by the Independent Shortlisting Panel, the Department of Trade, Industry and Competition established a Ministerial Shortlisting Panel, consisting of:
The Ministerial Shortlisting Panel considered the input of the Independent Shortlisting Panel and whether any other nominated candidates had the requisite qualities to fulfill either role.

Following deliberation by the Ministerial Shortlisting Panel, the following individuals have been short-listed for the position of Chairperson:

- [redacted]
- [redacted]
- [redacted]

In addition to this process, the following individuals have been identified for shortlisting for the additional board member position:

- [redacted]
- [redacted]
- [redacted]

The summary of CVs for the above individuals are attached as an annex to this document in Annexure A and Annexure B respectively.

A list of all the applicants is attached to this document in Annexure C and Annexure D respectively.
Annexure A: Summary of Candidates for the Position of Chairperson of the NLC

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<tr>
<th>Current positions:</th>
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<tbody>
<tr>
<td></td>
<td>Chairperson, Kagiso Tiso Holdings</td>
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<td>Chairperson, DHL South Africa</td>
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<tr>
<th>Previous positions:</th>
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<tbody>
<tr>
<td></td>
<td>Director-General and Cabinet Secretary, Presidency (1999 – 2008)</td>
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<td></td>
<td>Director-General, Office of the Deputy President (1996 – 1999)</td>
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<td></td>
<td>Member of the Board, DBSA (1997 – 2000)</td>
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<td></td>
<td>Chairperson, SA Housing Trust (1996 – 1998)</td>
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<td>General Secretary, SA Council of Churches (1887 – 1994)</td>
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<th>Qualifications:</th>
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<tr>
<td></td>
<td>Master of Public Administration (Harvard University 1995)</td>
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<tr>
<td></td>
<td>Masters in Religious Studies (UKZN Pietermaritzburg 1992)</td>
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<thead>
<tr>
<th>Prof.</th>
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<tr>
<td>Current positions:</td>
<td>Law Trust Chair in Social Justice Research, Stellenbosch University</td>
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<td></td>
<td>Advanced Leadership Fellow, Harvard University (US) (2017 – Present)</td>
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<td>Previous positions:</td>
<td>Public Protector of South Africa (2009 – 2016)</td>
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<tr>
<td>Qualifications:</td>
<td>LLB (Wits 1991)</td>
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<td>BA Law (Swaziland 1987)</td>
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<tr>
<th>Current positions:</th>
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<tbody>
<tr>
<td></td>
<td>Chairperson of Panel on Integrated Transformation, University of Free State (2020 – Present)</td>
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<td></td>
<td>Chairperson, Steve Biko Centre for Bioethics Wits University (2018 – Present)</td>
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<table>
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<tr>
<th>Previous positions:</th>
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<tbody>
<tr>
<td></td>
<td>Rector, College of Transfiguration Grahamstown (2011 – 2015)</td>
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<tr>
<td></td>
<td>Vice Chancellor and Professor of Constitutional, International and Indigenous Law, UNISA (2001 – 2010)</td>
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<td></td>
<td>Senior Lecturer, University of Cape Town (1993 – 1995)</td>
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<td>Qualifications:</td>
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<tr>
<td>- Attorney of the High Court (admitted 1996)</td>
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<td>- Ordained Priest, Church of England (confirmed 1983)</td>
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<tr>
<td>- LLM Labour Law (UNISA 2010)</td>
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<tr>
<td>- PhD in Religious Studies (UCT 1995)</td>
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<tr>
<td>- Bachelors of Philosophy of Religion and Christian Doctrine (University of London, 1982)</td>
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<tr>
<td>- B.Proc (UNISA 1976)</td>
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<tr>
<td>- BA Law (UNISA 1975)</td>
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Annexure B: Summary of Candidates for the Position of Non-Executive Board Member of the NLC

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<tbody>
<tr>
<td>Current positions:</td>
<td>• Chief Legal Researcher, Department of Justice and Constitutional Development (Feb 2019 – Present)</td>
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<tr>
<td>Previous positions:</td>
<td>• Member of the Board of Directors; Chair of the Audit &amp; Risk Committee; Chair of the Human Resources and Remuneration Committee, Chancellor House Holdings (Pty) Ltd (2005 – 2017)</td>
<td>• Member of the Board of Directors, Maloma Colliery Limited (2005 – 2018)</td>
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<td></td>
<td>• Assistant General Manager and Head of Regulations and Policy Division, South African Reserve Bank (2001 – 2013)</td>
<td>• Assistent General Manager and Head of Regulations and Policy Division, South African Reserve Bank (2001 – 2013)</td>
</tr>
<tr>
<td>Qualifications:</td>
<td>• LLM (Mercantile Law) (Pretoria 2004)</td>
<td>• LLM (International Law) (UJ 1997)</td>
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<td></td>
<td>• LLB (UKZN 1989)</td>
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<th></th>
<th>Coloured</th>
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<tbody>
<tr>
<td>Current positions:</td>
<td>• Chairperson, South African National Biodiversity Institute (SANBI) (2018 – Present)</td>
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<tr>
<td></td>
<td>• Trustee, Pioneer Foods Education and Community Trust (Sept 2017 – Present)</td>
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<tr>
<td>Previous positions:</td>
<td>• Member of Parliament (2012 – 2014)</td>
<td>• Certificate in Finance (2000 Johannesburg School of Finance)</td>
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<tr>
<td></td>
<td>o Member of Portfolio Committee on Energy</td>
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<tr>
<td></td>
<td>o Member of Portfolio Committee on Water and Environment</td>
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<tr>
<td></td>
<td>• Deputy Chairperson, WESGRO (2004 – 2010)</td>
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<tr>
<td></td>
<td>• Chairperson, University of Western Cape Council (2006 – 2010)</td>
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<td></td>
<td>• Chairperson, Wentworth Foundation (2013 – 2018)</td>
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<tr>
<td></td>
<td>• Member of Monitoring and Evaluation Committee, Department of Public Works (2002 – 2008)</td>
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</table>
- Diploma in Business Economics (1989 College of Management, Cape Town)
- Diploma in Business Management (1988 College of Management, Cape Town)

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<thead>
<tr>
<th>African</th>
<th>Female</th>
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</table>
| **Current positions:** | • Executive Chairperson, Ramuedzisi Chartered Accountants & Registered Auditors (Jan 2008 – Present)  
• Member of Legal Compliance Committee, South African Institute of Chartered Accountants (SAICA) (Dec 2008 – Present)  
• Member of Audit & Risk Committee, Audit & Risk Committee of the Council of the Tshwane University of Technology (Jan 2016 – Present)  
• Member of Board of Trustees, National Lotteries Participants Trust (Mar 2016 – Present)  
• Independent member of Audit & Risk Committee, Financial and Fiscal Commission (Jan 2018 – Present)  
• Independent non-executive director, Reunert Limited (Apr 2018 – Present) |
| **Previous positions:** | • Senior Lecturer, University of Johannesburg (Jan 2008 – Dec 2013)  
• Supervisor, Financial Services Group, Bank Audit, KPMG (Jan 2005 – Dec 2007) |
| **Qualifications:** | • PhD (Pretoria currently enrolled)  
• Master of Commerce (UJ 2012)  
• Business Science (UCT 2002) |
ANNEXURE C

APPLICANTS FOR THE NATIONAL LOTTERIES COMMISSION (NLC) CHAIRPERSON POSITION

<table>
<thead>
<tr>
<th>Serial No</th>
<th>First Name</th>
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ANNEXURE D

APPLICANTS FOR THE NATIONAL LOTTERIES COMMISSION (NLC) NON-EXECUTIVE POSITION

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<th>No.</th>
<th>Surname and Forename</th>
<th>Gender</th>
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</tr>
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<td>2.</td>
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1. A Veterinarian. Masters in Business Administration, Bachelor of Veterinary Medicine and Surgery. Currently owner and founder of TLC Health Solutions and previously the Managing Director of OBQ, CEO of South African Weather Services, State Veterinarian, Eastern Cape Provincial Government and Business Development Manager at Pfizer Laboratories, Pty Ltd.

2. PhD in Animal Breeding and Genetics, Masters in Business Leadership, Masters in Agriculture. Currently serving as the Head of Department and Professor at the Tshwane University of Technology since 2013 and a Director at Agri Development Solutions and Ozone (Pty) Ltd.

Recommended candidate for appointment is 46 years, African Male

1. A Chartered Accountant (CA) with BCom Accounting. Served as the Head of the Department of Finance Operations at the South African Airways; Senior Specialist Group Finance, SA Express Airline, Head Group Finance at ThyssenKrupp Engineering and CFO at Brevity Trade 12.

2. A Chartered Accountant (CA). Currently serves as member of various Audit Committees including CIPC, SA Weather Services. Previously served as Acting CFO and MD of Pikitup, City of Johannesburg; Group CFO at Primedia Sport (Pty) Ltd, CFO at Broadband Infracon, Finance and Commercial Director at Motorola Sub-Sahara Africa

Recommended candidate for appointment is Ms Nona Sonjani, 34 years, African Female

1. LLB Degree. Currently runs & Associates. Previously Rights of Appearance in the High Court of South Africa, Attorney at the Legal Board of South Africa, Express Branch for Scorpion Legal Protection, Attorney on the Workers Life panel, Clientele Legal, Alfred Duma Local Municipality, State Attorney, Ladysmith Association of the Aged. She is also a certified Mediator and Commissioner for Ladysmith Small Court.

2. Advocate LLB Degree and B Proc. Currently an Advocate at Bisho Society of Advocates; Legal Administration Officer at Regional Land
Claims Commission and Candidate Attorney at Monzi & Company INC.

**Recommended candidate for appointment is Ms Kribashni Naidoo. 37 years, Indian Female**

1. **Mr [Name]** Master in Business Administration and Honours Degree in Human Resource Development. Currently serving as the Head of Divisional Manager, Human Capital at Companies Intellectual Property Commission and the acting CEO of the National Libraries of South Africa. Previously Head: Human Capital at Johannesburg Roads Agency, General Manager Human Resources at Great North Transport and Executive Manager: Corporate Services at Health and Welfare SETA.

2. **[Name]** Masters Degree in Human Resources Management and Honours in Social Sciences. Currently employed as the Executive Director: Human Resources at the University of Kwa-Zulu Natal. Previously served as Senior Director: Human Resources and Development, Mangosuthu University of Technology, Director Human Resources and Management at South African Human Rights Commission and Head of Human Resources at SADTU.

**Recommended candidate for appointment is Mr Lufuno Nematswerani. 61 years, African Male**

1. **[Name]** A Chartered Accountant (CA) and Honours in Accounting. Currently a Director at Fraudsmiths (Pty) Ltd. Previously served as a partner at Bowmans Giffian responsible for Executive Investigations; Director at Fraudsmiths (Pty) Ltd, Senior Manager at Sizwe Ntsaluba Gobodo, Internal Auditor at Wheels of Africa (Pty) Ltd, Financial Accountant and Internal Auditor at National Sorghum Breweries.

2. **[Name]** B-Tech in Internal Auditing and a National Diploma in Internal Auditing. Currently the Chief Executive Officer and owner of Veritos Consulting since 2008. Previously Internal and Forensic Audit Manager for Internal & Forensic Audit Manager for Price Waterhouse Coopers.

**Recommended candidate for appointment is [Name]. 46 years, Coloured Female.**
1. Master in Business Administration and B.Com. Currently Executive Chairman and CEO of ANSANCO Management Consultants; Audit Committee member of the Department of Agriculture, Land Reform and Rural Development. Previously Chairperson of former DAFF Risk Committee, CEO of Perishable Produce Export Control Board (PPECB), Acting CEO of Agricultural Research Council (ARC). He also previously served as member of the Risk Committee of the Department of Agriculture, Forestry and Fisheries.

2. Master of Philosophy in Development Finance, Master in Business Administration, Masters of Science in Electronics. Currently Executive Director of International Business Research. Previously Chief Risk Officer at Central University of Technology, Director: Information Technology at HSRC, Chief Operating Officer, Chemical Industries SITA Director, Senior Manager Financial Management Systems at Department of Finance and Economic Affairs.

Recommended candidate for appointment is Mr Luvuyo Mabombo. 51 years. African Male.

| 1. | 46 years, African Male |
| 2. | 34 years, African Female |
| 3. | 37 years, Indian Female |
| 4. | 51 years, African Male |
| 5. | 46 years, Coloured Female |
| 6. | 51 years, African Male |
| 7. | Current OBP Chief Executive Officer (as per OBP Act) |

Gender: 3 Females and 3 Males (50%)
Demographics: 1 Indian Female, 1 Coloured Female, 1 African Female, 3 African Male

The selection committee based on the current challenges experienced by the OBP and the need to have a strong individual with experience in leading Boards and its committees to lead the Board of the company, it resolved to present the following three recommendations for consideration for position of Chairperson of the OBP Board:

1. (Recommended Chairperson)

2. 
SELECTION PROCESS FOR THE APPOINTMENT OF BOARD MEMBERS OF THE AMATOLA WATER

TERMS OF REFERENCE FOR THE SELECTION PANEL

1. Introduction

Amatola Water is a water services provider that operates in the Eastern Cape Province to act within the areas that are proclaimed in the Government Gazette No. 18409 of 14 November 1997.

The Water Services Act of 1997 is the enabling legislation which gave effect to the establishment of the Amatola Water whose primary function is the provision of water services (water supply and sanitation services) to other water services institutions (water services authorities, water services providers) within its area of competency.

Section 29 and 30 of the Water Services Act directs the mandate of Amatola Water amongst other to be:

a) The determination of policy and exercising of oversight on water services providers,
b) The running bulk water infrastructure projects,
c) The collection of revenue.

In addition to its mandate, Amatola Water has a strategic developmental role namely, to contribute to national government’s broader objectives and growth stimulation towards the furtherance of the ideals in the National Development Plan.

Section 35(3) of the WSA, states that when appointing members of a water board, Minister must have regard to:

(a) the objects of the water board;
(b) the need for the board to be representative of -
   (i) the water services authorities to which it provides water services;
   (ii) the other interests served by the water board; and
   (iii) the broad population;
(c) the expertise required for the board to function effectively; and
(d) the desirability or otherwise of executive employees being members of the board.

According to Public Finance Management Act (PFMA), 1999, the Minister is the executive authority of the national public entity with ownership control over such entity. PFMA defines ownership control as "the ability to exercise any of the following powers to govern the financial and operating policies of the entity in order to obtain benefits from its activities:

a) To appoint or remove all, or the majority of, the members of that entity’s board of directors or equivalent governing body;
b) To appoint or remove that entity’s chief executive officer;
c) To cast all, or the majority of, the votes at meetings of that board of directors or equivalent governing body; or
d) To control all, or the majority of, the voting rights at the general meeting of that entity.
The Minister of Human Settlements, Water and Sanitation has appointed a Selection Panel (Table 1 below) to support the process of selecting suitable Board Members for the Amatola Water. The term of office for Board members of the Amatola Water shall be for a period of four (4) years renewable for three (3) consecutive terms.

The following are the members of the Selection Panel:

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<th>NO.</th>
<th>NAME AND SURNAME</th>
<th>PROFILE</th>
<th>POSITION ON THE SELECTION PANEL</th>
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<tr>
<td>1.</td>
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<td>Portfolio Committee on Human Settlements, Water and Sanitation (Chairperson)</td>
<td>Chairperson</td>
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<td>2.</td>
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<td>Advisor to the Minister of Human Settlements, Water and Sanitation</td>
<td>Member</td>
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<td>Acting Director-General: Water and Sanitation</td>
<td>Observer</td>
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<td>Mr Singh is a Deputy-Director General for Water Sector Regulation, responsible for Entity Oversight in the Department of Water and Sanitation.</td>
<td>Member</td>
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<td>5.</td>
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<td>Ms Makhanya is the Eastern Cape Provincial Head at Department of Water and Sanitation.</td>
<td>Member</td>
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<td>6.</td>
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<td>A person representing the Province to be nominated by the office of the Premier.</td>
<td>Member</td>
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2. Role of Selection Panel:

The Selection Panel will provide strategic guidance, support and advice to the Minister on suitable persons to serve on the Board. They shall serve and perform their role with independence and objectivity. The Selection Panel will shortlist candidates, interview the selected candidates and ensure that all candidates have an equal opportunity during the shortlisting, interview and thereafter do the final shortlisting of candidates to be recommended to the Minister for appointment.

The final list to Minister should not be more than twenty (20) candidates and this will give Minister a broad selection for final appointment before submission to Cabinet for consideration (see template attached as Appendix 1).

The Selection Panel shall provide three (3) candidates per each category/skills set. The Selection Panel shall motivate for the Chairperson and Deputy Chairperson and shall provide three (3) names for the Minister to make a decision. The Selection Panel shall prepare the report, including a full motivation for each candidate and submit the final recommended candidates to the Minister.

2.1 Specific Deliverable of the Selection Panel:

- To submit to the Minister a list of twenty (20) preferred candidates (with a full motivation for each) that qualify as Board Members.
- To recommend and motivate to the Minister at least three (3) suitable candidates to be considered for Chairperson and Deputy Chairperson.
• To submit to Minister a full report (signed and endorsed by all members) detailing the whole process and the recommended candidates.

2.2 Confidentiality

Members should ensure confidentiality of the process. In respect of the COVID-19 regulations, the Selection Panel will meet through a virtual platform. The summary of the nominations and CVs of the nominated candidates will be sent to the Selection Panel through email, two days before the date of the meeting.

A confidentiality form will be circulated to the Panel Members for their signatures.

2.3 Governance of the Selection Panel

The Selection Panel shall be convened and chaired by Chairperson as appointed by the Minister. The Selection Panel reports to the Minister. In the absence of the Chairperson the Director-General may after consultation with Minister appoint the Deputy Director-General: Water Sector Regulation to chair the meeting.

2.4 Reimbursement

The circular 2018 and 2019 published by National Treasury on Remuneration of non-official members: Commissions and Committees of Inquiry & Audit Committees states that employees of national, provincial and local government or institutions, agencies and entities of government are not entitled to additional remuneration. In line with the above, the National Treasury has published the rates as follows:

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<tr>
<td>Chairperson</td>
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<td>R 654</td>
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<td>Ordinary members</td>
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<td>R 486</td>
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Public servants will not be paid unless they have taken leave from their employment for the day of the short-listing and declare to their Human Resources of their appointment on the Selection Panel (a copy of the letter must be sent to the Department of Water and Sanitation).

3. Meeting procedures

3.1 Secretariat

• The Secretariat will be provided by the Department under the DDG: Water Sector Regulation.
• The Secretariat shall take overall responsibility for coordination of meetings, preparation of agendas, minutes and documents for the meetings. This will involve liaison with members on agenda items etc.

3.2 Meetings

• Meetings will take place as scheduled by the Chairperson.
• The venue, time and date may be changed on request of a majority of the members.
• Additional meetings may be scheduled by the Chairperson in the event of him/her identifying important matters for discussion, which in his/her opinion cannot wait until a scheduled meeting takes place.
The notices of the meetings and documents including Draft Agenda items will be circulated through email at least three (3) days before the meeting.

Requests for agenda items should be lodged with secretariat at least five (5) days before the meeting.

Apologies of absence should be sent to secretariat in writing five (5) days before the meeting.

3.3 Quorum

- The quorum will consist of half the number of Panel Members plus one (50+1).

4. Termination of Panel Membership

- The following specific reasons will be considered to be sufficient for the termination of the services of a Panel Member:
  - Absent from three (3) meetings without an apology;
  - Making any public statement as a member or behaving in a manner that can or will embarrass the Minister or the Department or other members;
  - Divulging any confidential or embargoed information before due or publication dates or deadlines; and
  - Involved and found guilty of any criminal, fraudulent or illegal activity which may, inter alia, emanate from activities of the Panel, its Members or the Department.

5. Dispute Resolution

If the Panel Members cannot reach consensus, a decision will be taken through voting. The Chairperson is excluded in the voting process, however, in the case of a tie, the Chairperson will cast the deciding vote.

6. Principles:

6.1 Skills based: The Board of the Water Sector Entities are predominantly expert based board and therefore members shall be selected based on experience, knowledge and expertise of the water and related sectors.

6.2 Independent thinking: The members of the Board should be independent thinkers who can analyse and articulate the issues at hand and be able to provide strategic direction to the Board and the Minister.

6.3 Transformation: The members of the Board should have the interest of South Africa at large and in particular the passion for developing the water sector and commitment to the broader transformation agenda of government.

6.4 Credibility: The members must have credibility with a good reputation and be people of good standing in their respective areas of expertise or the sector.

6.5 Availability: The members should be available, be prepared to serve, dedicate time to read the documents and give strategic input.

7. Criteria for Board Member Selection:

The following criteria serve as a guideline and are to be applied as far as possible without jeopardising selection of the strongest or most appropriate nominees.

7.1 Appropriate skills set

Skills profile of the proposed Board is balanced and consists of the following set of skills:
- Information Technology;
- Business Development;
- Finance, Audit and Risk;
- Human Resource, Ethics, and Legal;
- Research and Innovation; and
- Demonstrate leadership and Corporate Governance experience.

7.2 Mix of the old and new board members

To ensure continuity it is recommended that a maximum of 40% of the recommended candidates by the selection panel are old / current Board members.

7.3 Succession plan

The age profile ranges to be considered between 30 and 65 years old.

7.4 Gender representation

A least 50% women representation should be considered.

7.5 Race representation

Race should be considered.

7.6 Sector spread

Sectors should be from within the water services and water resources.

8. Exclusions

In short listing of the candidates the following are excluded:

- DWS officials will be excluded because the Minister is the shareholder but other government officials can be considered.
- Former employees of the Entity who have left the employment less than three (3) years.
- Old Board members who has served three (3) consecutive terms of four (4) years each.
- Those who are not South African citizens.
- Those who provided incomplete information.
- Those who do not have extensive experience (5 years) in the water and sanitation sector and related sectors or in corporate governance.
- Late applications shall be excluded.
- No signed proposer and seconded shall be excluded.

9. Conclusion

We thank members of the Selection Panel for agreeing to be of service to the country.
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<td></td>
<td>African</td>
<td>F</td>
<td>LLB - University of KwaZulu-Natal, B Juris - Walter Sisulu University</td>
<td>She has vast experience in Legal, Governance and Public Service. Currently serves as a board member at NOFAS, ICASA, Cathesa, USAASA.</td>
<td>Gauteng</td>
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<tr>
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<td>133</td>
<td></td>
<td>African</td>
<td>F</td>
<td>Diploma in Marketing, Higher Diploma in Education, Bachelor of Arts, MBA (Current)</td>
<td>Project Management, Strategy—UCT Business School, Business Writing Skills, Pitching to Win Training, CSI training sponsored through ABSA, Risk and Audit Training, Effective Course for Managers, Pit to Port Training, Customer Engagement Workshop, Abrikyn Program (Netherlands) Council Member at EastCape Midlands College (FET College), also serves on the 2 committees, HR Committee – advise the college on HR issues, Board Member of Mandela Bay Development Agency (MBDA), Chairman of REMCO, Risk and Audit Committee – risk mitigation on finances, legal issues, Board Member – Eastern Cape Liquor Board, Used to be an advisor to the then CEO of the Fort Hare Foundation, Mentor for Allan Grey Obs Foundation, Member of Vision 4, Deputy Secretary of the Province – PPF</td>
<td>Eastern Cape</td>
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**SCIENTIFIC STUDIES**

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<tr>
<td>115</td>
<td></td>
<td>African</td>
<td>M</td>
<td>B Juris and LLB Post Grad, an admitted Attorney and a Conveyancer. Member of Black Lawyers Association.</td>
<td>Has 20 years experience as a practising attorney and conveyancer. He is qualified in risk management, governance and studying compliance management. Has worked as acting Magistrate. Serves as a Commissioner of small claims Court. He served in several Boards as a Chairperson, Board member and in Audit Committees, Interim board member of Amatola Water. Served as chairpersons in Property Valuation Appeal Board, serves in as a member of Human Resources and Remunerations Committee.</td>
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<tr>
<td>120</td>
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<td>African</td>
<td>M</td>
<td>Cert of Completion on Intergovernmental Relations Training course, MPA a, Diploma - Political Transformation and Good Governance, BA, Teachers Diploma</td>
<td>Has rich experience of oversight of the public service, financial oversight, and performance management experience, knowledge of the PFMA, Treasury Regulations knowledge and understanding of KINGS IV. Code of Good Governance principles. Previously served as a Member of the Executive MEC for Health, Member of the MEC, Chief Whip of Majority Party, Legislature Programming Committee, and Deputy Chief. Currently serving as an Interim Board of Amatola Water.</td>
<td>Eastern Cape</td>
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<tr>
<td>61</td>
<td></td>
<td>African</td>
<td>F</td>
<td>LLB, Honours BA, BA International Political Studies</td>
<td>Over 8 years of experience in local and national government, experience in public sector operations and relevant legislation and</td>
<td>Eastern Cape</td>
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<td>90</td>
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<td>African</td>
<td>F</td>
<td>Second year Bachelor of Laws Degree, Delegate at the Project Management Programme, Postgraduate - Higher Education Diploma, Bachelor of Arts Honours, Bachelor of Arts.</td>
<td>Analytical skills, Strategy development, Policy formulation, Numeracy Skills, Service Excellence, Leadership Skills, Decision making, Negotiation skills, Communication skills. Interim Board Member at Amatola Water.</td>
<td>Eastern Cape</td>
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<tr>
<td>109</td>
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<td>African</td>
<td>F</td>
<td>Master's Degree in Management; Diploma in Labour Law; Bachelor's Degree in Social Work</td>
<td>Oversight of internal controls, financial statements and integrated reporting, risk management oversight, ethics, and integrity, performance management and information and communication Management. Strategic direction of the company, full and effective control of the company. Board member: Amatola Water Board; Minqua Local Municipality; Mhlonelo Local Municipality.</td>
<td>Eastern Cape</td>
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**TRADITIONAL LEADERS**

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<td>3</td>
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<td>African</td>
<td>M</td>
<td>Secondary Teacher's Diploma, Sport Management, B A Degree</td>
<td>Leadership (Chief of AmaBhele Traditional Community), Educator and Project Management. Board Member at Amatola Water (2009 - 2016), Board Member at Nompuzelele Hospital (2007 - 2014).</td>
<td>Eastern Cape</td>
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INVITATION FOR NOMINATIONS OF PERSONS TO SERVE ON THE BOARD OF THE SOUTH AFRICAN MARITIME SAFETY AUTHORITY (SAMSAS)

The South African Maritime Safety Authority (SAMSAS) is a national public entity established in terms of the South African Maritime Safety Authority, 1998 (Act No. 6 of 1998). Its mandate is to ensure the safety of ships and prevent pollution from ships in the marine environment and to promote South Africa's maritime interests.

SAMSAS has a Board, whose functions are to ensure, amongst others, that the entity strives for the achievement of the objectives of the Act, namely, namely, namely, namely, control over the financial accounts, the operation, and management of the entity. The Board serves for a period of three years and is accountable to the Minister of Transport.

The Board has vacancies, which the Minister of Transport would like to fill.

Terms of the Act, the Minister of Transport is required to appoint persons with suitable expertise in the Shipping Industry or Maritime Law, Environmental Management, Marine Science, or Environmental Management and Marine Affairs.

Interested parties are hereby invited to nominate suitable persons who fit the requirements to fill the vacancies within the Board.

Nominations must contain the full name and address of the nominated party, the qualifications and expertise, the contact information, and the reasons for the nomination. The nomination must be submitted to the Board's Secretary, no later than 19 July 2019.

The nomination must be forwarded to: The Director-General, Department of Transport, Government Building, Block A, 6th Floor, 110 Grand Parade, Central, Pretoria.

Closing date for nominations: 19 July 2019.

Nominations received after the closing date will not be considered.
The Department is an equal opportunity department and the Department's intention is to promote equity through the filling of these posts.

NOTE: Applications must be submitted on a Z83 Form, obtainable from any Public Service department and should be accompanied by a recently updated comprehensive CV and certified copies not older than six (6) months of all qualification(s), and ID document.

The successful candidates must disclose particulars of all registrable financial interests and sign employment contracts within one month from the date of assumption of duty. Performance Agreements must be concluded and signed within three months from the date of assumption of duty.

Note: Applications received after the closing date will not be considered. Fax/or e-mailed applications will be considered. Should you be in possession of a foreign qualification, it must be accompanied by an evaluation certificate from the South African Qualifications Authority (SAQA). Failure to submit the requested documents will result in your application not being considered. All qualifications are subject to verification. Due to the large volumes of responses anticipated, receipt of applications will not be acknowledged, and correspondence will be limited to short-listed candidates only. All shortlisted candidates will be subjected to a technical exercise that intends to test relevant technical elements of the job, the logistics of which will be communicated by the department. Following the interview and technical exercise, the selection panel will recommend candidates to attend a generic managerial competency assessment using the mandated DPSA SMS competency assessment tools. All shortlisted candidates will be subjected to personnel suitability checks and the successful candidate will have to undergo a full security vetting. All applicants must declare any conflict or perceived conflict of interest and must disclose membership of Boards and directorships associated with. The successful candidate also has to disclose any registrable financial interest. If you have not been contacted within three (3) months of the closing date, please accept that your application was unsuccessful. Please note that CVs submitted will be destroyed after the three (3) months period. The Department reserves the right not to make appointment(s) to the advertised post(s). Candidates, whose appointment/promotion/transfer will promote the achievement of employment equity within the Department, will receive preference.

CLOSING DATE: 10 July 2020
POST: DIRECTOR-GENERAL: COMMUNICATIONS AND DIGITAL TECHNOLOGIES (5 YEAR CONTRACT)

SALARY: An all-inclusive package of R1 578 533 per annum and a 10% non-pensionable HoD allowance

CENTRE: Pretoria, Hatfield

REQUIREMENTS: A comprehensive understanding of public policy, preferable in the ICT sector, and proven knowledge of the dynamics of the new converged environment, backed by an undergraduate and postgraduate qualifications up to NQF level 8 as recognized by the South African Qualifications Authority (SAQA). Applicants should have 5 to 10 years of experience at a senior managerial level [at least 3 years of which must be with any organ of State as defined in the Constitution, Act 108 of 1996] as well as the successful completion of the Public Service Senior Management Leadership Programme as endorsed by the National School of Government available as an online course on www.pssmg.co.za. Advanced knowledge of South African ICT sector, its policies and how they are impacted on by global development will be an added advantage. COMPETENCIES: Extensive knowledge of the Public Service Regulatory Frameworks and the Public Finance Management Act, Supply Chain Management, and other relevant prescripts. Sound knowledge of ICT regulatory environment. Sound financial and economic monitoring/analysis capabilities, and proven change management abilities. Advanced knowledge of management and service delivery innovation, problem solving skills and analysis attributes. Be client and customer orientation. Excellent communication skills, both verbal and written. Analytical thinking and research skills. Strategic thinker / leader / manager who can operate at various levels and in a complex stakeholder environment. Sound knowledge of the political economy of the ICT sector.

DUTIES: Reporting to the Minister, the Director-General will be responsible for providing strategic leadership and direction in delivering the mandate of the Department. He/she will: Provide overall strategic leadership of the department to achieve the strategic goals and outcomes of the department. Act as the Accounting Officer of the department in ensuring that the resources allocated to the department are optimally used to achieve the strategic objectives of the department. Coordinate and facilitate an affordable broadband access throughout the Republic, particularly in underserved areas (rural and townships) in line with SA Connect. Coordinate and facilitate the implementation and completion of BDIM. Facilitate and coordinate the development of an inclusive information society and knowledge economy through the comprehensive e-strategy. Ensure that all the State-Owned Companies (SOCs) under this department function optimally and deliver on their respective mandates and where necessary they are rationalised in line with the recommendations of the Presidential Review Committee. Facilitate and contribute to the development of modern, sustainable, competitive and affordable Postal and ICT sector in the Republic. Ensure that there are effective and integrated policies to drive the growth of this sector in South Africa.

ENQUIRIES: +27 12 427 7100, Ms Tania Beukes +27 12 427 8284

Knowledge of project management practices. Knowledge of business practices and processes

Competencies Required: Strategic capability and leadership, financial management, problem solving and analysis, people management and empowerment, project management, knowledge management, change management, service delivery innovation.

DUTIES: Reporting to the Senior Research Expert on 4IR, the successful candidate will be responsible for conducting research on identified economic sectors to be advanced for global competitiveness through 4IR and Statistics. Coordinating and monitoring the implementation of 4IR interventions and programs with a focus on statistics. Participating in international and regional discussions and conferences on 4IR matters. Development of the socio-economic impact assessment and Fourth Industrial Revolution Indicators in relation to public policy development.

ENQUIRIES: +27 12 427 7100, +27 12 427 8284
Professor Itumeleng Mosala
Secretary
Judicial Commission of Inquiry into Allegations of State Capture
2nd Floor
Hillside House
17 Empire Road
Parktown

Per email: 24 June 2021

Sir

REQUEST FOR DEPLOYMENT COMMITTEE AND DISCIPLINARY COMMITTEE
RECORDS OF THE AFRICAN NATIONAL CONGRESS (ANC)

Your letter dated 18 June 2021 bears reference.

In paragraph 3 of your abovementioned letter, you reiterate the Commission’s request of 25 May 2021 for the “minutes of the National Deployment Committee for the period December 2012 to December 2017”. Paragraph 3 of the letter states that despite the views expressed in our letter to the Commission dated 10 June 2021, the Commission persists in the request for the relevant Deployment Committee minutes.

Following receipt of the Commission’s letter dated 18 June 2021, we have conducted a thorough search for minutes of the National Deployment Committee for the period December 2012 to December 2017. No minutes of the meetings of the National Deployment Committee for the relevant period could be found.

To our knowledge, the meetings of the National Deployment Committee were not being minuted during the period as requested.

We trust that the Commission will find the above to be in order.

Yours faithfully

KRISH NAIDOO
LEGAL ADVISER
Cadre deployment

390. President Ramaphosa was asked to address the ANC's policy of "cadre deployment" and its possible role in facilitating corruption and state capture. President Ramaphosa was the chairperson of the Deployment Committee between December 2012 and December 2017, then in his capacity as the Deputy President of the ANC.

391. The ANC is guided in this regard by the ANC Cadre Deployment and Development Policy, as well as other party documents. The Deployment Committee is headed by the ANC Deputy President and comprises fifteen NEC members, including the Deputy Secretary-General.

392. The ANC's approach to cadre deployment was previously discussed by Mr Gwede Mantashe in his testimony. Former President Zuma also testified about cadre deployment during his brief appearance before the Commission.

Records and minutes

393. In addition to these testimonies, the Commission requested the minutes of the ANC Deployment Committee under the chairmanship of President Ramaphosa. The Commission was informed that there are no minutes for the period 2012 to 2017. The Commission subsequently requested to be provided with Deployment Committee minutes for the later period (any portion of 2017 and the period 2018-2021). These

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395 BBB1-MCR-ANC-118 ff.
396 BBB1-MCR-ANC-011 f, para 27
397 See summary prepared by Waseem Holland.
398 Summarized as part of Project C
records were received shortly before the President’s second appearance in August 2021.\textsuperscript{319}

394. President Ramaphosa was asked whether minutes were lost or destroyed, or were simply never taken. He responded that he did not recall minutes ever being taken, which he explained as follows:

"\textsc{PRESIDENT RAMAPHOSA}: I think you can ascribe that to rather unfortunate record keeping processes because in the main the ANC has so many meetings one after the other. So many committees and I think those who are in charge will just take notes and just record a decision and it is then communicated."\textsuperscript{320}

395. It was put to him that the ANC has a well-established practice of taking minutes, which he conceded. It was then put to him that it is improbable that there were no minutes taken of important meetings in which Ministers participated. President Ramaphosa said that this was a “lapse” due to the organisation being “always on the go” and “handling so many other processes”, and that these administrative weaknesses needed to be addressed as part of the ANC’s “renewal process.”\textsuperscript{321}

396. While it is possible that no minutes were taken, it remains improbable that there are no records of the Committee’s activities between 2012 and 2017, especially given the fact that Ministers and other senior officials would deal with the Committee multiple times in respect of a single deployment. As noted on behalf of the Commission when President Ramaphosa was questioned on the topic, the ANC has historically always ensured that important meetings are minutes.\textsuperscript{322}

\textsuperscript{319} CR-REF-BUNDLE-038 ff.
\textsuperscript{320} Transcript of Day 427, 10.
\textsuperscript{321} Transcript of Day 427, 11–12.
\textsuperscript{322} Transcript of Day 427, 11.
397. President Ramaphosa and Mr Mantashe both stressed the importance of cadre deployment to the ruling party. It is therefore concerning that basic record-keeping, arguably a necessity for ensuring transparency and good governance, may have been neglected for at least five years under President Ramaphosa. It is difficult to conceive how the Party would have any oversight over the Committee without any records. It is also difficult to conceive how Committee would report on its activities to the party membership and leaders. Finally, only with an accurate and comprehensive written record could the Committee be held accountable for its decisions and recommendations.

What is the purpose of cadre deployment?

398. According to President Ramaphosa, the deployment policy is aimed at ensuring that the person most “fit-for-purpose” is appointed whatever critical position has been identified. He said that policy aims to ensure the transformation of South Africa’s institutions following the end of Apartheid. Deployment ensures that these institutions reflect the demographics of the country. The need to ensure that these changes are “solidified” continues today. Some of the considerations of the Deployment Committee are political, regarding “key positions where we seek to advance the mandate of the governing party.”

399. According to President Ramaphosa, the Committee considers things like gender balance, demographic representation and the developmental agenda of the governing

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323 BBB1-MCR-ANC-011 para 25
324 BBB1-MCR-ANC-012 para 26
325 Transcript of Day 384, 43.
party in making its recommendations. President Ramaphosa asserted that the need to ensure the transformation of state institutions still continues.\(^{327}\)

400. President Ramaphosa stressed that this policy is not unique to the ANC, and is practices in various forms worldwide and by other parties in South Africa.\(^{328}\)

401. The party's deployment policy states that the immediate goal is to "deepen the hold of the liberation movement over the levers of the state."\(^{329}\) President Ramaphosa argued that some degree of political involvement in administration is "essential for the proper functioning of a democracy" as the political administration needs to be able to change policy direction. However the ANC recognises that political involvement in administration "circumscribed by legislation, convention and practice."\(^{330}\) There needs to be a "balance" between political considerations, technical proficiency, and objectivity.\(^{331}\) He reaffirmed the importance of a non-partisan civil service.\(^{332}\)

402. It was decided at the ANC 53rd National Conference that the party should monitor the performance of employees to ensure that the recommendations of the Deployment Committee were "bearing fruit". It was decided at the 54th National Conference that continual development would be required to ensure there was no "sense of complacency" among employees.\(^{333}\) There has been no evidence on whether the ANC was effectively monitoring its employees or holding them to account for their performance.

\(^{325}\) Transcript of Day 384, 77–78.
\(^{326}\) BBB1-MCR-ANC-012 para 28, also Transcript of Day 384, 86–87.
\(^{327}\) BBB1-MCR-ANC-012 f. para 30, 33, also Transcript of Day 384, 87–88.
\(^{328}\) BBB1-MCR-ANC-120 para 9
\(^{329}\) BBB1-MCR-ANC-014 para 36
\(^{330}\) Transcript of Day 384, 92–93.
\(^{331}\) Transcript of Day 384, 92.
\(^{332}\) BBB1-MCR-ANC-015 f. para 37
Which positions are considered by the Deployment Committee?

403. President Ramaphosa discussed the difference between the deployment of public representatives to elected positions in legislative and executive bodies in government, and the deployment of cadres to strategic positions in the state. The appointment and election of public representatives is the prerogative of the party. The Commission is concerned largely with the deployment of party cadres to positions in state institutions and in the civil service, and therefore this summary focuses on that category.

404. According to President Ramaphosa, the ANC deployment policy applies to senior positions in government such as Directors-General and Deputy Directors-General as well as leadership in critical institutions including the private sector. It does not apply to the appointment of Ministers, which is the prerogative of the President.

405. A section of the ANC’s deployment policy, outlining the “key centres of authority” to which cadres should be deployed, was put to President Ramaphosa. The policy identified cabinet, the entire civil service (but most importantly from director level upwards), premiers and provincial administrations, legislatures, local government, parastatals, education institutions, independent statutory commissions, agencies, board and institutes, ambassadorial appointments, and international organisations and institutions.

406. President Ramaphosa confirmed that this list falls within the scope of activity for the Deployment Committee, although in practice the Committee did not consider all of these categories. The Committee, he said, “has set itself its own limit.” Specifically:

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334 BBB1-MCR-ANC-011 para 25
335 BBB1-MCR-ANC-011 para 26
336 Transcript of Day 384, 59–60.
406.1. The Committee is not involved in the appointment of minister to cabinet.

406.2. The Committee only considers the top leadership of the civil service, from Deputy Directors-General upwards.

406.3. The Committee "hardly ever" considers appointments to provincial administrations.

406.4. The party has a separate process of identifying candidates for legislatures which does not involve the Deployment Committee.

406.5. Local government appointments also involve the communities.

406.6. The Committee considers the "key top positions" of parastatals.

406.7. The Committee "hardly ever" considers appointments to education institutions.

406.8. The Committee considers "top key" positions to independent institutions.

406.9. Appointments to the judiciary are left to the process prescribed by law. (This is untrue and was the matter of further testimony, see below.)

407. Although President Ramaphosa contended that as a matter of practice the Committee limits itself, the party's deployment policy nevertheless applies to all the positions mentioned above. He did not indicate whether he believed the policy should be narrowed or should remain as expansive as it is.327

408. On judicial appointments:

327 Transcript of Day 384, 63.
408.1. President Ramaphosa stated during his first appearance that judicial appointments are "so well managed through the dispensation we have" and the Judicial Services Commission, and that therefore the Deployment Committee does not get involved in judicial appointments.\textsuperscript{339} Mr Mantashe had also said that the Committee does not appoint judges as it respects the separation of powers, and that no judge has ever accounted to Luthuli House.\textsuperscript{339}

408.2. At his second appearance, minutes of a Committee meeting where judicial appointments were indeed discussed were put to President Ramaphosa. The Committee recommended two justices to fill vacancies in the Constitutional Court. It recommended a judge to fill a position on the Supreme Court of Appeal and in other capacities as well, including Deputy Judge President in a province.\textsuperscript{340}

408.3. President Ramaphosa responded that the Committee may note vacancies, or even propose names, but it "knows very well that it is not the appointing structure" and ultimately cannot and does not decide on appointments. He also reiterated the role of the Committee in ensuring transformation in the state, for example on insisting upon the appointments of female judicial officers, and that therefore we should look at the Committee’s involvement positively. Nevertheless, he reaffirmed that the ANC should not choose judges and that the process should be non-partisan and independent.\textsuperscript{341}

408.4. I noted that the JSC, which is responsible for judicial appointments, includes members of Parliament who are ANC members, who should be able to
represent the will of the party. The JSC process is transparent, and candidates are able to defend themselves or answer concerns during the process. However if appointments are decided behind closed doors in by the Deployment Committee, they are not subjected to public scrutiny.\textsuperscript{342}

408.5. President Ramaphosa gave examples of certain appointment processes which had indeed been transparent, such as the appointment of Shamila Batohi as NDPP. He mused that it was an “interesting proposition” to remove the “shroud of secrecy” around deployments, and that perhaps the party should be able to show its hand. “Maybe we need to grow up and see how best the democratic process can mature on that level.”\textsuperscript{343}

408.6. While he admitted the value of transparency in appointments, he did not address the concern of the Chairperson, which is that decisions made by the Committee occur outside of the proper Constitutional structures and are therefore not subject to scrutiny or oversight. Whether that might be changed in the future has no bearing on the consequences of this practice, with which the Commission is dealing.

408.7. It was noted that in this particular case, the Committee \textit{recommended} names for the bench. In the context of democratic centralism, this must have been intended to influence the decision of the JSC.\textsuperscript{344}

408.8. I posited that the influence of the Deployment Committee could be very weighty for those members of the JSC who are ANC MPs. If the Committee

\textsuperscript{342} Transcript of Day 427, 31–32.
\textsuperscript{343} Transcript of Day 427, 33–34.
\textsuperscript{344} Transcript of Day 427, 34.
recommendation is known to those members before the interview process
commences, that may cause those members to be biased towards or against
particular candidates in circumstances where they should be quite open.\textsuperscript{345} The
Commission confirmed that, in the case cited above, the Committee had met
and made its decisions about judicial appointments before the interviews took
place.\textsuperscript{346}

408.9. President Ramaphosa responded that all interest groups, including political
parties, have preferences that they will articulate, and that is not necessarily
unethical or illegal. He again suggested that the process should be more
transparent.\textsuperscript{347}

408.10. I noted that there was a concern that factionalism and other such issues would
be carried into the judiciary. He asked the President to clarify whether this
meeting was an exception, or if the Deployment Committee did in fact involve
itself in judicial appointments. President Ramaphosa suggested that this should
be viewed in a "positive light" as the ANC was dedicated to transforming the
judiciary. Although judicial officers should not have a relationship with the ANC,
the governing body must play a role in transforming the judiciary.\textsuperscript{348}

408.11. This concession does contradict President Ramaphosa's and Mr Mantashe's
earlier statements that the Committee does not consider judicial appointments
and only encourages candidates to apply.

\textsuperscript{345} Transcript of Day 427, 35–36.
\textsuperscript{346} Transcript of Day 428, 71.
\textsuperscript{347} Transcript of Day 427, 38–39.
\textsuperscript{348} Transcript of Day 428, 72–76.
408.12. I noted that any interested party can submit comments to the JSC, including the ANC.\textsuperscript{349}

408.13. President Ramaphosa reiterated that the process was 'safe' as the JSC is the appointing body and makes its own decisions. There have been times when the ANC's preferred candidate was not appointed, which shows how robust the system is.\textsuperscript{350}

409. President Ramaphosa testified that, under his chairpersonship, the Deployment Committee did not consider appointments to law enforcement agencies.\textsuperscript{351} President Ramaphosa repeated that the party does seek to influence decisions but that the process is safe as the Deployment Committee has no power to make appointments.\textsuperscript{352}

Does the Committee give recommendations or instructions?

410. President Ramaphosa testified that the Deployment Committee operates "like a recommendations committee" and does not make appointments or instruct appointing authorities to appoint certain persons. According to his statement:

"The Deployment Committee does not decide who should take up specific positions. Rather it discusses who should be encouraged to apply for this or that position, and makes recommendations to the persons making the appointments. The Deployment Committee furthermore will give its opinion to any Minister who may seek its guidance on critical appointments that Minister must make. It gives guidance; it does not give an instruction to appoint.

In identifying suitable candidates for positions in public entities, the ANC does not seek to circumvent the established and often legally-mandated processes for the

\textsuperscript{349} Transcript of Day 428, 75–76.
\textsuperscript{350} Transcript of Day 428, 77–81.
\textsuperscript{351} Transcript of Day 384, 73–74.
\textsuperscript{352} Transcript of Day 427, 35.
appointment of individuals to these positions. Candidates are still expected to submit their applications, meet the necessary requirements and be subjected to the normal processes of recruitment, selection and appointment.\textsuperscript{353}

411. He also noted that the wishes of the Deployment Committee often do not materialise.\textsuperscript{354}

412. President Ramaphosa's central claim (as well as that of Mr Mantashe and even Mr Zuma) -- that the Committee merely makes recommendations and has no power to determine appointments -- implies that it would be improper for a committee of the party to decide upon appointments to positions in the state. This claim was carefully scrutinised.

413. The Chairperson noted that appointing authorities, who are themselves ANC members and therefore bound to the decisions of the party, such as ministers, might feel pressured to appoint the Deployment Committee's chosen candidate, and that this would confer said candidate with an unfair advantage.\textsuperscript{355}

414. President Ramaphosa testified in response to this proposition that ministers often seek to convince the Committee to support their choice:

"\textsc{PRESIDENT RAMAPHOSA}: So they come to the deployment committee and seek to convince the deployment committee and even put up a... argumentation of why the persons that they may want to see appointed should be recommended by the deployment committee ... So they seek to convince the deployment committee."\textsuperscript{356}

\textsuperscript{353} BBB1-MCR-ANC-017 para 39.2
\textsuperscript{354} Transcript of Day 384, 42–43.
\textsuperscript{355} Transcript of Day 384, 47–48.
\textsuperscript{356} Transcript of Day 384, 49.
President Ramaphosa's argument is that the Committee therefore serves as a “filter” or a type of “quality assurance” in order to ensure that the minister’s candidate is fit-for-purpose.\textsuperscript{357} He continued:

"PRESIDENT RAMAPHOSA: What often happens, it is actually the minister who... who comes and says, I am recommending the following and the deployment committee then examines that and it is often convinced ... And I have been in situations where the minister would come back maybe two to three times. And say... This is the best one. And I want to convince you and even bring further documentation to prove the case. And then I am not suggesting that the minister brow beats the deployment committee into submission, but... That is how it often happens."\textsuperscript{358}

Later in his testimony, President Ramaphosa remarked:

"PRESIDENT RAMAPHOSA: But Cabinet then finally, Chairperson, deliberates on each of the names where Cabinet has a role in deciding because of legislation for that entity. It deliberates on that and some names fall off at Cabinet level and some on those lists are sent back to the minister or Cabinet says: Take this back. We are not about to approve this.

And the ministers pull out their hair and be frustrated but that is the rigorous role that is involved in the selection of those people. And may I add deployment committee level, I know of ministers who have been there three times or more just to get a list recommended.

So it is not as easy as that where you just have a list which is underpinned by nefarious intentions, just approved, it is quite vigorous and I have known and I have seen ministers coming out of that type of process just pulling the sweat off their foreheads because it means they have achieved something. It is not an easy process."\textsuperscript{359}

The fact that ministers seek to convince the Committee, and go through such lengths to do so, implies however that the true and ultimate decision-making power lies with the

\textsuperscript{357} Transcript of Day 384, 48–50.

\textsuperscript{358} Transcript of Day 384, 51–52.

\textsuperscript{359} Transcript of Day 384, 115–16.
Committee itself. This illustrates a situation where the minister makes a recommendation to the Committee, who has the final say in approving or rejecting a candidate. If the process is merely one of recommendation, Ministers would not need to return three times or more to get a list recommended.

418. This is also clear in the Deployment Committee records (2017 onwards), which were carefully reviewed Commission. The following trends were observed in the minutes:

418.1. While the language is consistent in part with the Committee making recommendations, in other part the language is peremptory.

418.2. The Ministers make recommendations to the Deployment Committee and seek permission to appoint their chosen candidates, which the Committee “approves” or sends back for “refinement”.

418.3. Ministers have been taken to task by the Deployment Committee for presenting their choices as final and irrevocable, or presenting names to Cabinet which were not approved by the Committee.

418.4. The Committee insists that even before posts are advertised that the Deployment Committee should be notified.

419. It therefore appears that the Committee does not always merely make recommendations but in fact often instructs appointing authorities on who to appoint.

420. This analysis was put to President Ramaphosa. He insisted that cadre deployment is “safe” as the Committee has no formal power to appoint, and appointments are still

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390 Transcript of Day 427, 14–16.
governed by the legally mandates processes. However this sidesteps the question of how deployment functions in reality, and whether appointing authorities have to accept or rubber-stamp decisions made by the Committee. As the Chairperson put to President Ramaphosa, the party is where the real decisions are taken.

421. President Ramaphosa conceded that “the party is where the power resides” and again referred to the role of political parties in our democratic framework. He also reiterated the role that the Committee plays in ensuring demographic representation in the state. Again, he did not dispute the main contention put to him – that appointment decisions are made within the party. Neither did he grapple with the implications of this.

422. President Ramaphosa was asked about a passage in the minutes which illustrates the frustration on the part of a member of the Deployment Committee saying that people accountable to the Committee do not really understand the principle of “democratic centralism”. He explained that, according to democratic centralism, party members are bound by decisions taken by higher bodies. It is therefore “a sign of discipline” in the ANC to disobey and not follow the decisions of a higher structure. Democratic centralism, applied to the system of deployment, would ensure that the power to appoint did indeed lie with the party, in its higher echelons.

423. It is also notable that the party’s deployment policy states that “decisions of the organisation...are final and a breach of this policy shall constitute a serious offence” and that “employees of the ANC should always be loyal to the organisation”.

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361 Transcript of Day 427, 17-20.
362 Transcript of Day 427, 23.
363 Transcript of Day 427, 23-25.
364 Transcript of Day 427, 26-27.
424. The evidence laid out here lends credence to the Chairperson’s proposition (see paras 413 and 420 above) that appointing authorities, including Cabinet, are de facto bound to the decisions of the Committee, which means that its ‘recommendations’ are in actuality instructions.

The possible role of deployment in State Capture

425. Even if it is true that the Committee has no formal power, and that it does not issue explicit instructions to appointing authorities, the evidence shows that this is not the end of the matter.

426. The evidence of Barbara Hogan was put to President Ramaphosa. Ms Hogan testified that ANC membership and loyalty, and loyalty to certain factions, was a determining factor in Deployment Committee decisions. President Ramaphosa did not dispute her evidence, but cautioned against “throwing the baby out with the bathwater” as the Deployment Committee played a valuable role in, for example, implementing the developmental agenda of the state and ensuring gender balance in the public service.365

427. One of Ms Hogan’s propositions was that the Deployment Committee does not have the necessary expertise to resources to properly consider these appointments. President Ramaphosa responded that appointing authorities, such as ministers, do use selection committees/panels and external entities as a “layer” in the appointment process. He also asserted that the Committee is composed of diverse and knowledgeable persons, which produces a “wealth of wisdom”.366

428. President Ramaphosa stated that ANC recognises that “there are several instances where individuals appointed to positions may not have been fit for purpose”, but this the

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365 Transcript of Day 384, 75–78.
ANC addressed this problem at its 54th National Conference by resolving that "the merit principle must apply in the deployment to senior appointments, based on legislated prescripts and in line with the minimum competency standards." This implies that the merit principle did not apply to such deployments until the resolution in December 2017, thus rendering the resolution necessary.

429. The ANC's deployment policy notes that "the potential for NEC members to have political or other interests in the deployment of particular cadres to particular positions cannot be ruled out". President Ramaphosa agreed that this section of the deployment policy, which details a number of ongoing problems concerning cadre deployment, is correct:

"The ANC's range of national and regional deployment committees ebbed and flowed over time as the movement battled intra organisation positioning, optimisation of state governance, factionalism, careerism and opportunism, desperation for employment and the organisational dilemmas of having to act against corrupt comrades."

430. President Ramaphosa has, at various points in time, acknowledged the role of patronage and corruption in government appointments:

430.1. In his January 2020 newsletter titled 'Building a Capable State Is Our Top Priority', he wrote: "We are committed to end the practice of poorly qualified individuals being parachuted into positions of authority through political patronage."

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367 BBB1-MCR-ANC-017 para 41
365 BBB1-MCR-ANC-130 para 49
370 BBB2-MCR-ANC-ADDITIONAL-304
430.2. In his August 2020 letter to ANC members, he wrote: "Then there are 'jobs for pals', where politicians and officials disregard hiring procedures to employ family members, friends or associates. Not only is this grossly unfair to other prospective candidates, but it often means that the people employed are simply not up to the task. Public services are not rendered, public institutions are poorly managed and public funds go to waste."\(^{371}\)

430.3. In his March 2021, he wrote: "All too often, people have been hired into and promoted to key positions for which they are neither suitable nor qualified. This affects government performance, but also contributes to nepotism, political interference in the work of departments, lack of accountability, mismanagement and corruption."\(^{372}\)

431. This is perhaps best articulated in the ANC’s ‘Eye of a Needle’ document from 2001:

"Because leadership in structures of the ANC affords opportunities to assume positions of authority in government, some individuals then compete for ANC leadership positions in order to get into government. Many such members view positions in government as a source of material riches for themselves. Thus resources, prestige and authority of government positions become the driving force in competition for leadership positions in the ANC.

Government positions also go hand-in-hand with the possibility to issue contracts to commercial companies. Some of these companies identify ANC members that they can promote in ANC structures and into government, so that they can get contracts by hook or by crook.

Positions in government also mean the possibility to appoint individuals in all kinds of capacities. As such, some members make promises to friends, that once elected and ensconced in government, they would return the favour. Cliques and factions then emerge within the movement, around personal loyalties driven by corrupt intentions. Members become voting fodder to serve individuals' self-interest."\(^{373}\)

\(^{371}\) BBB1-MCR-ANC-839

\(^{372}\) BBB2-MCR-ANC-ADDITIONAL-307

\(^{373}\) BBB2-MCR-ANC-ADDITIONAL-376 f
432. His own analyses, as well as those of the party, detailed above, clearly show that the cadre deployment process can be abused to facilitate corruption and possibly State Capture.

433. While President Ramaphosa has admitted that deployment has, on occasion, failed to ensure that employees are "fit for purpose"; he did not directly engage on the question of whether, in fact, the deployment process facilitated State Capture. The fact remains that the Commission has heard substantial evidence indicating that multiple appointments were made to key positions in order to facilitate State Capture. These appointments were all made by the National Executive, who (except for the President in some cases) were, as members of the ANC, bound to the party's deployment policy.

434. President Ramaphosa was asked about the appointments of specific individuals who have been implicated in corruption and State Capture at the Commission, and whether these individuals were "deployed". He responded:

"PRESIDENT RAMAPHOSA: Let us accept, Chairperson, that some of those deployments were done in a particular era and in a particular way and right know as we look at that past state we were able to look at it and say we actually need to do things differently."374

435. This statement implies that certain deployments under the previous regime were done in a way which enabled the appointments of corrupt individuals.

436. He went on to say that the Deployment Committee "would not have dealt with a whole lot of those" appointments during his chairmanship.375 There were some cases where

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374 Transcript of Day 384, 100.
375 Transcript of Day 384, 100.
the former President bypassed the Committee entirely, which he believed was unintentional. In these cases he would approach former President Zuma:

"PRESIDENT RAMAPHOSA: And on those occasions, I would personally go to the President and say: President, you have short-changed me and the Deployment Committee here. We were supposed to be primed and informed about this appointment and that appointment, and it would be mea culpa but the appointment had been made and announced."³⁷⁶

437. President Ramaphosa’s evidence was that most of those appointments had nothing to do with the Deployment Committee. He however stopped short of implicating former President Zuma in wrongdoing. He did not explain why the ANC allowed the former President to bypass a critical party structure so frequently. This is especially surprising considering that both he and Mr Mantashe vigorously defended the importance and necessity of cadre deployment at the Commission, as well as the party’s insistence that all members are beholden to the decisions of its structures (democratic centralism).³⁷⁷

438. According to President Ramaphosa, some of those appointments did go through the Deployment Committee, but the Committee did not know that those individuals would engage in any corrupt acts.³⁷⁸ The unfortunate implication of this is that the Deployment Committee had been unable to select or recommend individuals who are “fit for purpose.” It had repeatedly recommended individuals alleged to be involved in corruption or other unethical behaviour, as well as individuals with public ties to the Gupta family, who were publicly known since 2011 to be involved in corruption.

439. Yet President Ramaphosa repeatedly stressed the importance of cadre deployment, claiming that the Deployment Committee process is “vigorous” and adds an extra level

³⁷⁷ See paras 422 to 424 above.
³⁷⁸ Transcript of Day 384, 117–18.
of scrutiny (a "filter") to the selection process.³⁷³ His argument is that the deployment process makes appointments processes more, not less, rigorous. His own admission, that the Committee has previously deployed unfit and/or corrupt individuals to positions of power, belies this contention.

440. He conceded that there was "massive system failure" in the state and SOEs and some of that occurred because "certain people were put in certain positions to advance certain agendas."³⁸⁰ He also conceded that there is a practice of "poorly qualified individuals being parachuted into positions of authority through political patronage".³⁸¹ But again did not directly address the role of the Deployment Committee in this system failure.

441. President Ramaphosa stressed the need for transparency in appointments and selections, but offered no comment on how transparent the activities of the Deployment Committee were or are.³⁹⁰ Again, it is significant that the deployment committee under his chairmanship produced no minutes or records of its activities.

442. His own admission, that the Committee had previously deployed unfit or corrupt individuals to positions of power, undermines his evidence in regard to the general integrity of the Deployment Committee and its acts. That the Committee did not prevent these appointments is an indictment of either its integrity or its ability, or both.

443. President Ramaphosa avers that things will be done differently in future. However, he did not explain where the deployment process went wrong, nor did he detail what would be changed, save to say that the ANC resolved in 2017 that "the merit principle must

³⁷³ Transcript of Day 384, 115.
³⁸⁰ Transcript of Day 384, 117.
³⁸¹ Transcript of Day 384, 126–27.
³⁹⁰ Transcript of Day 384, 129.
apply in the deployment to senior appointments, based on legislated prescripts and in line with the minimum competency standards."

444. It must be noted that President Ramaphosa was the Chairperson of the Deployment Committee a period of five years, between December 2012 and December 2017, and that many of these appointments (and indeed the excesses of State Capture) occurred during this period. (Notably, this is also the period for which the party could produce no minutes or records.) It is not sufficient for President Ramaphosa to focus on the future of the party and his envisaged renewal process. Responsibility ought also to be taken for the events of the previous "era". He did so, partially.

445. President Ramaphosa spoke at length about the proposed National Implementation Framework towards the Professionalisation of the Public Service. The draft Framework was approved by Cabinet in November 2020 and is currently undergoing public consultation. He said that he aimed to "capacitate" those in the civil service who are not "fit for purpose." The policy also aims to ensure that "fit for purpose" individuals with the proper experience and expertise are appointed into the civil service. It remains to be seen how this framework may impact the practice of cadre deployment by the party.

Party funding

The Political Party Funding Act

446. In his evidence, President Ramaphosa addresses the legislative framework for political party funding in South Africa, including the recently adopted Political Party Funding Act (PPFA). He notes that, until the adoption of the PPFA, there were few restrictions on donations to political parties and no reporting requirements. Political party donations

383 Transcript of Day 384, 94-97.
MINDE, SHAPIRO & SMITH INC.
Cnr Willie Van Schoor Drive & Old Oak Road
Bellville
Cape Town
7536

19 February 2024
Dear Sirs

RE: LEON AMOS SCHREIBER AND ANOTHER VS AFRICAN NATIONAL CONGRESS, HIGH COURT GAUTENG DIVISION, JOHANNESBURG CASE NUMBER 21/26339

Our correspondence refers;

1. We confirm that we act for and on behalf of the African National Congress ("our client").
2. The decision of the Constitutional Court, which was handed down on the 12 February 2024, bears reference;

3. Our client herein furnishes your client, Mr Leon Amos Schreiber, with the documents which he had requested in his Form C in terms of the Promotion of Access to Information Act No 2 of 200 (“PAIA”).

4. The documents will be furnished to him as per the Court order.

5. There were instances wherein portions of the requested documents could not be located and our client has furnished the affidavit of its Secretary General, Mr Fikile April Mbalula, providing an explanation regarding those specific documents and the steps which our client has undertaken to locate those documents.

6. The affidavit is further accompanied by confirmatory affidavits from designated employees who were tasked with locating such documents. It should be noted that our client has taken all reasonable steps to locate the documents in order to comply with the order.

7. As an organisation committed to advancing and protecting the Constitution of the Republic of South Africa and its laws, our client wishes to draw your client’s attention to the relevant sections of Protection of Personal Information Act No 4 of 2013 (“the POPI Act”), which contains provisions related to the misuse of the personal information of a data subject by a third party. Your client is cautioned against utilising the information received for purposes outside the ambit of his request in terms of PAIA.

8. Our client hands over the documents which are attached to the affidavit of Mr Fikile April Mbalula.

9. Kindly acknowledge receipt of this letter with the necessary attachments by stamping a copy of this letter as proof of service of documents to your offices.
Yours faithfully

PER: L. MAFETSA ATTORNEYS

Director: Mr. Lucas Mafetsa
## Attendance Register Deployment Committee

**Monday, 24 August 2020, 08:00**

<table>
<thead>
<tr>
<th>Committee Members:</th>
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<td>1. David Mabuza (Chairperson)</td>
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<td>2. Jessie Duarte (Coordinator)</td>
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## Attendance Register Deployment Committee

**Monday, 30 November 2020, 08:00**

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# Attendance Register Deployment Committee

**26 June 2020**

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## Attendance Register Deployment Committee

21 September 2020, 08:00

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## Attendance Register Deployment Committee

**Monday, 16 November 2020, 08:00**

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**Attendance Register Deployment Committee**

**15 June 2020**

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</tbody>
</table>
# Attendance Register Deployment Committee

10 August 2020, 08:00

<table>
<thead>
<tr>
<th>Committee Members:</th>
<th>Attending Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. David Mabuza (Chairperson)</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Jessie Duarte (Coordinator)</td>
<td>Yes</td>
</tr>
<tr>
<td>3. Nkosazana Dlamini-Zuma</td>
<td></td>
</tr>
<tr>
<td>4. Lindiwe Sisulu</td>
<td>Yes</td>
</tr>
<tr>
<td>5. Susan Shabangu</td>
<td>Yes</td>
</tr>
<tr>
<td>6. Sidumo Dlamini</td>
<td>Yes</td>
</tr>
<tr>
<td>7. Natso Khumalo</td>
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<tr>
<td>8. Mduduzi Manana</td>
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</tr>
<tr>
<td>9. Sfiso Buthelezi</td>
<td>Yes</td>
</tr>
<tr>
<td>10. Sibongile Besani</td>
<td>Yes</td>
</tr>
<tr>
<td>11. Meokgo Mathuba</td>
<td>Yes</td>
</tr>
<tr>
<td>12. Mildred Oliphant</td>
<td>Yes</td>
</tr>
<tr>
<td>13. Bheki Ntshalintshali</td>
<td></td>
</tr>
<tr>
<td>14. Solly Mapaila</td>
<td>Yes</td>
</tr>
<tr>
<td>15. Mike Soko</td>
<td>No</td>
</tr>
</tbody>
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# Attendance Register Deployment Committee

Friday, 9 October 2020, 08:00

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</tr>
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<td>Apology, Cde Chris Matlhako will attend</td>
</tr>
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<td>15. Mike Soko</td>
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Attendance Register Deployment Committee
Monday, 9 November 2020, 08:00

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TO: Cde Ronald Lamola

Judicial Service Commission

Dear Comrade,

It has been brought to our attention that Adv Ramola Naidoo a highly qualified female applicant for the Constitutional Court who was shortlisted according to attached document for the position by the JSC. Adv Naidoo was subsequently removed despite being more qualified and experienced than most if not all the other listed candidates, she was the only one removed from the list. The list was published on the 13th of February 2020 and no communication has been made with Adv Naidoo.

The process is inconsistent with section 174(5) which broadens the scope to include candidates with no judicial experience.

We are requesting that the issues with regard to lack of transparency be addressed as well as the influential role of the Chief Justice, legal profession.

Please attend to this matter ASAP.

Yours Comradely,

Jessie Duarte
DEPUTY SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS
Date: 2 March 2020
## Judicial Service Commission

**List of All Candidates - April 2020**

Constitutional Court: One vacancy

<table>
<thead>
<tr>
<th>NAME</th>
<th>CANDIDATE</th>
<th>GENDER</th>
<th>QUESTIONNAIRE</th>
<th>NOMINATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nambitha Dambuza</td>
<td>Female</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Alan Christopher Dodson SC</td>
<td>Male</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Naraindien (Lucky) Kollapan SC</td>
<td>Male</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Majaeke Moshack Mabesela</td>
<td>Male</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Rammika Belfort Molweni</td>
<td>Female</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Ramola Naidoo</td>
<td>Female</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Dravinhle Piliay</td>
<td>Female</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Baelier Vally</td>
<td>Male</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

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Congratulations Ramola. I'm so proud of you and proud to know you. I know you will be a great judge.
TO: All Deployed Comrades

Deployment Committee Procedures

Dear Comrades,

The Deployment Committee has taken the decision that the following procedures should be followed with regards to deployments of the following positions;
- Director Generals
- Chairpersons
- CEO’s
- All boards of SOE’s

The office of the Deputy Secretary General should be informed of all posts prior to them being advertised and be sent the advert once they have been published. This process is to allow for Comrades who meet the criteria on the database to be allowed to apply.

This does not alter the current process of what is suppose to be presented to the committee by the relevant minister. The following is required in the presentation of all deployments at least 3 days before presentation;

- Background and summary of challenges
- Post advertisement
- List of abridged CV’s of all applicants
- Shortlist with complete CV’s
- Recommended Candidates
- Summary of candidates which include columns for Qualifications, Experience, Gender, Age and Province of each candidate

No appointment should be taken to cabinet without passing through the deployment committee first.

Yours Comradely,
TO: Deployed Comrades

Comrades For Consideration

Dear Comrade,

Please find the attached document with names of comrades with their respective skills and experience who should be considered as to where they can be of assistance.

Yours Comradely,

Jessie Duarte  
DEPUTY SECRETARY-GENERAL  
AFRICAN NATIONAL CONGRESS  
Date: 19 May 2020
TO: Cde Lindiwe Sisulu

Deployment Committee

Dear Comrade,

I would like to confirm that the presentation of adverts for the Sedibeng, Magalies and Lepelle Water Boards was an agenda item on the Deployment Committee meeting which took place on the 11th of May 2020. In the meeting it was then communicated that the documents were not ready and proposed that interim boards be appointed in the meantime. The Deployment Committee supported the proposal.

Your request that the Deployment Committee send a list of names from the Deployment Committee Database to be considered for the interim boards was also supported and subsequently a list was sent.

It must be noted that appointments of boards by ministers must always be consulted with the provincial governments by the office of the minister.

Yours Comradely,

Jessie Duarte
DEPUTY SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS
Date: 2 June 2020
TO: Cde ES Magashule

Request for Deployment Committee Report to NWC

Dear Comrade SG

In response to the attached request for the Deployment Committee to report to the NWC on the 28th of October 2019, I would like to highlight that the Deployment Committee has never reported to the NEC or the NWC. The Deployments Committee reports to both the Officials as a collective and to the Secretary General.

With the above highlighted I would like to request that the committee continues to report to the Officials and the Secretary General. A report can be presented to the Officials on the 28th of October 2019.

Yours Comradely,

Jessie Duarte
DEPUTY SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS
Date:
TO: Chairpersons of NEC Sub-Committees on:
- Deployment
- Communications
- Constitutional & Legal Affairs

Chairpersons of the:
- NDC and NDCA
- Integrity Commission

NEC SUB-COMMITTEE REPORTS TO NWC:
28 OCTOBER 2019

Dear Comrades,

The NEC meeting on 30 September 2019 decided that a comprehensive discussion of NEC Sub-committee reports must take place at the NEC meeting on 28-30 November 2019 and that sub-committee reports should be processed by the NWC in preparation for this discussion.

Accordingly, you are requested to present a sub-committee report to the NWC on:

Date: Monday, 28 October 2019
Time: 14h00
Venue: 11th Floor Boardroom, Luthuli House

We request that presentations not exceed 20 minutes and that they include clear recommendations regarding decisions required from the NWC / NEC. Attached hereeto is a template for sub-committee reports.

Please forward reports to: Cde Obakeng Moate: Mobile: 079 334 9363 Email: obakeng@anc1912.org.za.

Yours Comradely,

ES Magashule
SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS

Date: 9 10 19

President: C Ramaphosa Deputy President: D.D. Mabuza National Chairperson: G Mntashe Secretary General: E.S. Magashule
Deputy Secretary General: J Duarte, Treasurer-General: P. Mashatile
IN THE HIGH COURT OF SOUTH AFRICA
GAUTENG LOCAL DIVISION, JOHANNESBURG

CASE NO: 26339/21
SCA:581/23
CCT 267/23

In the matter between:

LEON AMOS SCHREIBER
THE DEMOCRATIC ALLIANCE

First Applicant
Second Applicant

And

THE AFRICAN NATIONAL CONGRESS
Respondent

AFFIDAVIT IN SUPPORT OF THE COMPLIANCE OF THE ORDER

I, the undersigned,

FIKILE APRIL MBALULA

do hereby make oath and say that:

1. I am an adult male and the Secretary General of the African National Congress ("the ANC").

2. The facts stated in this affidavit fall, unless the context indicates otherwise, within my personal knowledge and are both true and correct.

3. I deposes to this affidavit on behalf of the Respondent, the ANC. I do so on the basis of the authority bestowed upon me by the ANC National Executive Committee. To that end, I attach a resolution to that effect as annexure "ANC 1".
4. To the extent that there are any submissions of law, these submissions are made on the advice of my lawyers which advice I believe to be true and correct.

PURPOSE OF THE AFFIDAVIT

5. This affidavit is an affidavit in compliance with the judgement handed down by the Honourable Judge Wepener on 2 February 2023 (“the Judgement”).

6. The Judgement states the following:

“In my view, it may very well be so that Schreiber has a clear case to bring the application (and his right was not disputed save to the extent set out below), but that does not permit the DA to attempt to enforce provisions of PAIA without it having complied with the prerequisites contained in PAIA to enable it to launch an application of this nature. The DA failed to follow the prerequisite steps in order to rely on a right to approach a court for relief, and thus failed to lay a basis for its right to be an applicant in this matter as it never qualified as a 'requester' in terms of s 78(1) of PAIA.”

7. Accordingly, the ANC, in compliance with the Order, hands the information requested to the First Applicant only, as the Second Applicant was found to not be entitled to the information.

8. Below, and in terms of the First Applicant’s Form C request, is a description of the record or relevant part of the record which was requested by the First Applicant, and provided by the Respondent.

9. The following information has been attached;

a. The full contents of the ANC’s Cadre Development Policy and Deployment Strategy for the period 1997 to 1 January 2021 (Annexure “ANC 2”).

   FA
b. Complete minutes for meetings of the National Deployment Committee ("the Committee") between 1 January 2018 to 1 January 2021 (Annexure "ANC 3").

c. A list of all decisions taken by the Committee in relation to, and in correlation with, the minutes of the Committee meetings held between 1 January 2018 to 1 January 2021 (Annexure "ANC 4").

d. It was the modus operandi of the Committee that, under certain circumstances, decisions were dealt with by Round-Robin (Annexure "ANC 5").

e. Emails, WhatsApps, and other social media exchanges where decisions of the Committee were discussed, deliberated upon, or taken during the period 1 January 2013 to 1 January 2021, and the contents thereof (Annexure "ANC 6"). These exchanges are only between Mr Thapelo Masilela and the members of the Committee and not the individual exchanges between the members themselves.

f. Copies of CV’s and vacancy notices which were considered for the period 1 January 2013 to 1 January 2021 (Annexure "ANC 7").

g. All other correspondence communicating the decisions of the Committee for the period 1 January 2013 to 1 January 2021 which is in possession of the ANC at the time of signing this affidavit (Annexure "ANC 8").

10. The following information has not been attached:

a) Minutes for meetings of the Committee between the period December 2012 to December 2017. There are no minutes of meetings for this period as minutes were not kept. Minutes for these meetings were confirmed not to have been kept by Ms Desmoreen Carolus and Mr Lungi Mtshali, who were often present during those meetings during that period. Same is confirmed by Ms Desmoreen Carolus and Mr Lungi Mtshali in their confirmatory
affidavits attached, marked as annexure "ANC 9" and "ANC 10", respectively.

b) Not all minutes were adopted and the minutes for 15 June 2020 could not be located.

c) The non-existence of minutes for the period December 2012 to December 2017 was communicated to the Judicial Commission of Inquiry into Allegations of State Capture, Corruption and Fraud in the Public Sector ("Zondo Commission") by the then ANC legal adviser, Mr Krish Naidoo, and is attached hereto as annexure "ANC 11".

d) The Zondo Commission’s report further confirmed this and same can be seen in an extract of the report, attached as annexure "ANC 12".

e) Decisions taken between December 2012 to December 2017 could not be retrieved as there are no minutes to confirm what decisions were deliberated upon, and supposedly taken by the Committee. It is possible that the Committee took decisions during that period, however, in the absence of minutes, any attempt at compiling a list of decisions would be an inaccurate reflection of the Committee’s decisions during that period.

f) Email addresses, telephone numbers, names and other biometric information that compromise the privacy and security of individual data subjects that appear in the annexures above have been redacted in compliance with the Protection of Personal Information Act No 4 of 2013 ("the POPI Act"). The POPI Act provides for:

Section 2 Purpose of Act

The purpose of this Act is to-

(a) give effect to the constitutional right to privacy, by safeguarding personal information when processed by a responsible party,

subject to justifiable limitations that are aimed at-
(i) balancing the right to privacy against other rights, particularly the right of access to information; and
(ii) protecting important interests, including the free flow of information within the Republic and across international borders;

(b) regulate the manner in which personal information may be processed, by establishing conditions, in harmony with international standards, that prescribe the minimum threshold requirements for the lawful processing of personal information;

(c) provide persons with rights and remedies to protect their personal information from processing that is not in accordance with this Act; and

(d) establish voluntary and compulsory measures, including the establishment of an Information Regulator, to ensure respect for and to promote, enforce and fulfil the rights protected by this Act.

Section 9 Lawfulness of processing

Personal information must be processed-
(a) lawfully; and
(b) in a reasonable manner that does not infringe the privacy of the data subject.

Section 26 Prohibition on processing of special personal information
A responsible party may, subject to section 27, not process personal information concerning-
(a) the religious or philosophical beliefs, race or ethnic origin, trade union membership, political persuasion, health or sex life or biometric information of a data subject; or
11. The above quoted portions prevent the ANC from disclosing the personal information of the individual data subjects who appear in the records. Should the receiver of the information, as decided by the High Court, request the details which have been redacted to protect the personal information of individual data subjects, the information can be made available for physical inspection provided the respective individuals duly consent thereto.

12. The receiver of the information may inspect such information at our attorneys' offices with the explicit consent of the individual data subjects. We draw the receiver's attention to the provisions of POPIA against the misuse of information concerning individual data subjects, and the sanctions provided for such misuse.

**STEPS TAKEN TO LOCATE THE DOCUMENTS.**

13. We also outline the steps which were taken to locate the documents which the ANC could not provide, as per section C of the PAIA request.

14. The search began with the files of the late Deputy Secretary General, Ms Yasmin "Jessie" Duarte, who was the coordinator of the Deployment Committee for the period in question.

15. This also entailed consultations with the staff who provided secretarial services to the Committee during the period concerned.

16. With regard to the Minutes and *modus operandi* of the Committee the staff members indicated that these documents were not kept for the period in question.

17. It is worth mentioning that until 2018, the Deployment Committee did not keep minutes of its meetings. It was from the beginning of 2018, that minutes were kept. As indicated above, these minutes were submitted to the Zondo Commission.

\[\text{Signature}\]
18. In the absence of minutes of the Committee for the period in question, attempts were made to reconstruct the decisions taken by the Committee, based on other documents, including Organisational Report by the Secretary General to National General Councils (NGCs) and National Conferences for the period concerned. This proved to be of no avail as no decisions reported upon in these documents.

19. The policy and regulations governing the work of the Committee were communicated by the Secretary General's Office to ANC Ministers, as per decision and minutes of the Deployment Committee meeting of 14 October 2019.

20. Searches of emails and other forms of communications also confirm the non-existence of minutes for the period December 2012 to December 2017.

21. Mr. Thapelo Masilela (Strategic Support Manager: Deputy Secretary General's Office) confirmed that some information in respect to the Committee had unfortunately been lost when his laptop crashed. During 2023, his personal email account, which he used for the work of the Committee was full. In an attempt to free up space, he sorted emails by size and deleted the majority of the larger files. A number of emails which related to the Committee were included. Same is confirmed in his confirmatory affidavit, attached as annexure "ANC 13".

22. The information provided by the ANC is the information found to be in possession of the organization at the time of the signing of this affidavit, following a thorough search of our records.

23. All avenues available to the ANC have been exhausted in order to comply with the Court order. We submit that the ANC has taken all reasonable measures to comply with the order and the relevant legislation.

Councillor Sizeni Gladness Gama

FULL NAMES: Sizeni Gladness Gama
DESIGNATION: Durban
AREA: 190 Stalwart Simelane Street
ADDRESS: Durban
IN THE HIGH COURT OF SOUTH AFRICA
GAUTENG LOCAL DIVISION, JOHANNESBURG

CASE NO: 26339/21
SCA:581/23
CCT 267/23

In the matter between:

LEON AMOS SCHREIBER
THE DEMOCRATIC ALLIANCE

First Applicant
Second Applicant

And

THE AFRICAN NATIONAL CONGRESS

Respondent

CONFIRMATORY AFFIDAVIT

I, the undersigned,

LUNGI MTSHALI

do hereby make oath and say that;

1. I am an adult male and was the coordinator in the office of the Deputy Secretary General duty employed by the Respondent.

2. I am duly authorised to depose this affidavit in light of it being a confirmation of the facts stated the affidavit of Fikile April Mbalula and I swear positively to the facts as far as they are related to me.

3. As a result of the foregoing the facts herein contained are within my own personal knowledge and belief and are true and correct and I am duly authorised to depose to this affidavit.

[Signature]

[Date]
4. The Deployment Committee meetings during that period were not convened like meetings of a structure. It met to receive reports from comrades in government and make recommendations.

5. There were no decisions taken on behalf government that needed to be followed up or whose implementation had to be monitored and were no deployment committee reports to the NEC/NWC.

6. I confirm that there are no record that I'm aware of that were kept and filed by the office of the Deputy Secretary General.

7. I confirm that any documents related to the Deployment Committee were in the laptop that I used at the time and returned to IT in 2018.

8. Attached to this affidavit is my email confirming my stance sent to Mrs Febe Potgieter marked as annexure "LM1".

[Signature]

DEONENT


[Signature]

COMMISSIONER OF OATHS

FULL NAMES: Michael Cloete
DESIGNATION: W10
AREA: PRETORIA
ADDRESS: 238 Knyveton Estate, Arcadia

[Signature]
IN THE HIGH COURT OF SOUTH AFRICA
GAUTENG LOCAL DIVISION, JOHANNESBURG

CASE NO: 26339/21
SCA:581/23
CCT 267/23

In the matter between:

LEON AMOS SCHREIBER
THE DEMOCRATIC ALLIANCE

And

THE AFRICAN NATIONAL CONGRESS

CONFERMATORY AFFIDAVIT

I, the undersigned, THAPELO MASILELA

do hereby make oath and say that:

1. I am an adult male strategic support manager in the office of the Deputy Secretary General duly employed by the Respondent.

2. I am duly authorised to depose this affidavit in light of it being a confirmation of the facts stated the affidavit of Fikile April Mbalula and I swear positively to the facts as far as they are related to me.

3. As a result of the foregoing the facts herein contained are within my own personal knowledge and belief and are true and correct and I am duly authorised to depose to this affidavit.

4. On or about June 2023 my laptop which contained information in relation to the Deployment Committee crashed and a lot of data which was stored on that hard drive had been lost.
5. Despite numerous efforts to retrieve the data from this laptop’s hard drive, I was unable to retrieve everything as at 18 February 2024 and therefore do not have in my possession any other information for the period in question other than what appears in the affidavit to which this affidavit is annexed.

6. During 2023, my personal email which I used for the Deployment Committee was full. In an attempt to free up space, I sorted sent emails by size and deleted majority of the big files. A number of emails which relate to the Deployment Committee were included.

[Signature]

DEPONENT


[Signature]

COMMISSIONER OF OATHS

FULL NAMES:  
DESIGNATION:  
AREA:  
ADDRESS:  

[Address]

[Contact Information]
IN THE HIGH COURT OF SOUTH AFRICA
GAUTENG LOCAL DIVISION, JOHANNESBURG

CASE NO: 26339/21
SCA: 581/23
CCT 267/23

In the matter between:

LEON AMOS SCHREIBER
THE DEMOCRATIC ALLIANCE

First Applicant
Second Applicant

And

THE AFRICAN NATIONAL CONGRESS

Respondent

CONFIRMATORY AFFIDAVIT

I, the undersigned,

DESMOREEN CAROLUS

do hereby make an oath and say that:

1. I am an adult female and was the coordinator in the office of the Secretary General duly employed by the Respondent.

2. I am duly authorised to depose this affidavit in light of it being a confirmation of the facts stated the affidavit of Fikile April Mbalula and I swear positively to the facts as far as they are related to me.

3. As a result of the foregoing the facts herein contained are within my own personal knowledge and belief and are true and correct and I am duly authorised to depose to this affidavit.

C.M
DC
FA
4. I worked in the office of the Secretary General ("the SGO") from October 2008 to the end of October 2016, whereupon I moved to the ANC Policy Institute until April 2018.

5. I wish to confirm and state under oath that servicing the Deployment Committee was not part of my daily duties during my time at the Secretary General’s Office.

6. This function was delegated to the Deputy Secretary General and it never came across my desk in any form.

7. I do not recall minutes of the Deployment Committee being referred to in the workings of the Secretary General’s Office whilst I was there.

8. I confirm that I never saw a written document purporting to be minutes of the Deployment Committee covering the period when I was part of the Secretary General’s Office.

9. Attached to this affidavit is my email confirming my stance sent to Mrs Febe Potgieter marked as annexure "DC1".

DEPONENT


COMMISSIONER OF OATHS

CHRISTOPHER MAMATHUNSHA
Practicing Attorney JHB
Mamathunsha Inc. Attorneys
Commissioner Of Oaths
20 Albert Street
Bram Fischer Towers
Office No. 907, 9th Floor
Marshalltown

F.A.
AFRICAN NATIONAL CONGRESS
SECRETARY GENERAL’S OFFICE

Chief Albert Luthuli House 54 Sauer Street Johannesburg 2001 PO Box 61884 Marshalltown 2107 RSA
Tel: 27.11.376.1000 Website: www.anc.org.za

TO: Cde Ronald Lamola

Judicial Service Commission

Dear Comrade,

It has been brought to our attention that Adv Ramola Naidoo a highly qualified female applicant for the Constitutional Court who was shortlisted according to attached document for the position by the JSC. Adv Naidoo was subsequently removed despite being more qualified and experienced than most if not all the other listed candidates, she was the only one removed from the list. The list was published on the 13th of February 2020 and no communication has been made with Adv Naidoo.

The process is inconsistent with section 174(5) which broadens the scope to include candidates with no judicial experience.

We are requesting that the issues with regard to lack of transparency be addressed as well as the influential role of the Chief Justice, legal profession.

Please attend to this matter ASAP.

Yours Comradely,

Jessie Duarte
DEPUTY SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS
Date: 2 March 2020
Congratulations Ramola. I'm so proud of you and proud to know you. I know you will be a great judge.
TO: All Deployed Comrades

Deployment Committee Procedures

Dear Comrades,

The Deployment Committee has taken the decision that the following procedures should be followed with regards to deployments of the following positions:

- Director Generals
- Chairpersons
- CEO's
- All boards of SOE's

The office of the Deputy Secretary General should be informed of all posts prior to them being advertised and be sent the advert once they have been published. This process is to allow for Comrades who meet the criteria on the database to be allowed to apply.

This does not alter the current process of what is suppose to be presented to the committee by the relevant minister. The following is required in the presentation of all deployments at least 3 days before presentation:

- Background and summary of challenges
- Post advertisement
- List of abridged CV's of all applicants
- Shortlist with complete CV's
- Recommended Candidates
- Summary of candidates which include columns for Qualifications, Experience, Gender, Age and Province of each candidate

No appointment should be taken to cabinet without passing through the deployment committee first.

Yours Comradely,
TO: Deployed Comrades

Comrades For Consideration

Dear Comrade,

Please find the attached document with names of comrades with their respective skills and experience who should be considered as to where they can be of assistance.

Yours Comradely,

Jessie Duarte
DEPUTY SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS
Date: 19 May 2020
TO: Cde Lindiwe Sisulu

Deployment Committee

Dear Comrade,

I would like to confirm that the presentation of adverts for the Sedibeng, Magalies and Lepelle Water Boards was an agenda item on the Deployment Committee meeting which took place on the 11th of May 2020. In the meeting it was then communicated that the documents were not ready and proposed that interim boards be appointed in the meantime. The Deployment Committee supported the proposal.

Your request that the Deployment Committee send a list of names from the Deployment Committee Database to be considered for the interim boards was also supported and subsequently a list was sent.

It must be noted that appointments of boards by ministers must always be consulted with the provincial governments by the office of the minister.

Yours Comradely,

Jessie Duarte
DEPUTY SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS
Date: 2 June 2020
TO: Cde ES Magashule

Request for Deployment Committee Report to NWC

Dear Comrade SG

In response to the attached request for the Deployment Committee to report to the NWC on the 28th of October 2019, I would like to highlight that the Deployment Committee has never reported to the NEC or the NWC. The Deployments Committee reports to both the Officials as a collective and to the Secretary General.

With the above highlighted I would like to request that the committee continues to report to the Officials and the Secretary General. A report can be presented to the Officials on the 28th of October 2019.

Yours Comradely,

Jessie Duarte
DEPUTY SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS
Date:
TO: Chairpersons of NEC Sub-Committees on:
  - Deployment
  - Communications
  - Constitutional & Legal Affairs

Chairpersons of the:
  - NDC and NDCA
  - Integrity Commission

NEC SUB-COMMITTEE REPORTS TO NWC:
28 OCTOBER 2019

Dear Comrades,

The NEC meeting on 30 September 2019 decided that a comprehensive discussion of NEC Sub-committee reports must take place at the NEC meeting on 28-30 November 2019 and that sub-committee reports should be processed by the NWC in preparation for this discussion.

Accordingly, you are requested to present a sub-committee report to the NWC on:

Date: Monday, 28 October 2019
Time: 14h00
Venue: 11th Floor Boardroom, Luthuli House

We request that presentations not exceed 20 minutes and that they include clear recommendations regarding decisions required from the NWC / NEC. Attached hereto is a template for sub-committee reports.

Please forward reports to: Cde Obakeng Moate: Mobile: 079 334 9363 Email: obakeng@anc1912.org.za.

Yours Comradely,

ES Magashule
SECRETARY-GENERAL
AFRICAN NATIONAL CONGRESS

[Signature]

President: C Ramaphosa Deputy President: D.D. Mabuza National Chairperson: G Mantashe Secretary General: E.S. Magashule
Deputy Secretary General: J Dzulwe, Treasurer-General: P. Mashatile
### Names for Consideration

**ANC NEC DEPLOYMENT SUB-COMMITTEE: NAMES FOR CONSIDERATION**

<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 1   | • Diploma in Journalism, Evelyn Hone College, Zambia (1988)  
• Military and Political Science, Soviet Union  
• Corporate Governance, Institute of Directors | • Engen (Mobil) Petroleum, Network Manager  
• Entrepreneur owning Engen Petrol Station, Nissan Vehicle dealership, abattoir, information technology company, mobile butchery, liquid petroleum gas shower systems  
• Board of Directors on Mantuba Investment Holdings, Gauteng Growth & Development Agency, Gauteng Gambling Board, Constitution Hill, Automotive Industry Development Centre, South African Responsible Gambling Foundation  
• Colonel in the SANDF |
• Diploma in Aviation Security Management with Aviation Training and Development Institute of Canada, 2005-2007  
• Project Management Certificate, University of Pretoria, 2000  
• Programme in Economics and Public Finance, UNISA, 2002  
• Disaster and Communication Management Certificate, USA in Washington DC, 2001  
• Acting Chief Executive Office for the South African Civil Aviation Authority (2005-2006)  
• Joined the South African Civil Aviation Authority as the General Manager Aviation Security (2003)  
• Appointed as the First Chief of Police of Ekurhuleni Metropolitan Police Department (2002-2003)  
• Interim Law enforcement co-ordinator for East Rand Metro Council (2001-2002)  
• Executive Manager Public Safety (1998-2000) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>
| 1   | • Project Management Certificate, University of Pretoria, 2000  
  • Programme in Economics and Public Finance, UNISA, 2002  
  • Disaster and Communication Management Certificate, USA in Washington DC, 2001 | • Appointed as a Manager of Public Safety (Traffic, Road Management & Security) (1997)  
  • Integrated in the SANDF Intelligence, as a Practitioner (1994)  
  • Jointed the African National Congress in Lesotho (1983)  
  • Car Distributors Assembly, now Mercedes Benz of SA as a Dispatch Clerk (1983) |
| 2   | • BA English and Philosophy, Wits (1969-1971)  
  • Honours Philosophy, Wits (1972)  
  • Honours English, Wits (1974)  
  • Masters in Creative Writing, Wits (2017) | • Director Operations, Mapungubwe Institute of Strategic Reflections (2016-present)  
  • Manager: Publications and Events, Mapungubwe Institute of Strategic Reflections (2014-2016)  
  • Consultant: Resident in New Delhi, India (2013-2014)  
  • Director Operations, Mapungubwe Institute of Strategic Reflections (2010-2013)  
  • Consultant SANAI (2007-2010)  
  • Co-ordinator Intelligence Co-ordinating Committee (2005-2007)  
  • Director-General, Department of Home Affairs (2003-2005)  
  • Department of Intelligence and Security ANC (DIS) (1994)  
  • Director General, Matla Trust (1994)  
  • Head of Communications, Matla Trust (1992-1994)  
  • Administrative Editor, African Information Afrique (AIA) (1990-1992)  
  • Feature Editor, Solidarity News Service (SNS) (1983-1985)  
  • Research Officer, International Defence and Aid Fund (IDAF) |
| 3   | • BA English and Philosophy, Wits (1969-1971)  
  • Honours Philosophy, Wits (1972)  
  • Honours English, Wits (1974)  
  • Masters in Creative Writing, Wits (2017) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 1   |               | • Musical Director, Broadside Mobile Theatre (1976-1978)  
     |               | • Researcher, International University Exchange (1976)  
     |               | • Cultural Officer, National Union of South African Students (1974-1975)  
     |               | • Sub-Editor, Natal Witness (1974)  
     |               | • Deputy Cultural Officer, NUSAS (1973-1974)  
     |               | • Supply Teacher, Mile End School (1972-1973)  
     |               | • Personnel Officer, Duray Manufacturing Company (1972)  
     |               | • Music Teacher, Self Employed (1969-1971)  
     |               | • Cub Reporter, Rand Daily Mail (1970)  
| 4   | • LLB, University of Zambia 1979 majoring, in Corporate Law and International Trade and Investment | • An experienced leader, communicator and negotiator with long-standing experience in cabinet positions, international affairs, constitutional matters, and civil society engagements and collaboration.  
     |               | • Member of Parliament since 1994 – 2009.  
     |               | • Member of Government Cabinet and party activist responsible for key political fields such as justice and constitutional affairs, developmental issues, gender affairs, human rights issues, national heritage and cultural matters.  
     |               | • Extensive networks in the fields of politics, administration, private sector and civil society.  
     |               | • Extensive management experience in policy development, change/reform processes and in strategic processes, mediation and stakeholder management.  
     |               | • Human Rights advocate, with a particular focus on Women and Children’s rights.  
| 5   | • Grade 12  
     |               | • Teacher (1980-1982)  
     |               | • Political activist – (1976)  
     |               | • Soldier – Umkhonto We Sizwe (1985-1990)  
     | • Certificates with Rhodes University on knowledge management, leadership and communication  
<pre><code> | • Senior Primary Teacher Diploma at Umbumbulu College of Education (1986-1988) |
</code></pre>
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 6   | • Bachelor of Social Studies and Economics BSc (Econ.) Honours, University of Wales, College of Swansea (UK)  
• Masters in Housing Degree, University of Natal (1995) (Incomplete Dissertation) | • 1990 – Returned from exile  
• 1994-2004 – ANC MPL  
• 2004-2008 – ANC MP  
• 2008-2011 – MMC for Economic Development City of Johannesburg  
• 2012 – DIRCO – Ambassador designate  
• 2013-2018 – Ambassador to Burundi |
| 7   | • Ba (Paed) degree, University of the North, 1986  
• Post Graduate Diploma in Public Policy and African Studies, University of Johannesburg, 2019 | • Member of Parliament, (2014- current)  
• Member of the Provincial Legislature (MPL) (1999-2014)  
• Winemaking Assistant (1980)  
• Mechanic Assistant (1981)  
• ANC Counter-Intelligence (1982-1991)  
• ANC Underground work within SA (1982-1984)  
• Western Cape DIS (1992-1995)  
• Provincial Manager Western Cape NIA (1995-1997)  
• NIA Manager for Gauteng, KZN & Mpumalanga (1997-2000)  
• National Head of Security IEC (1999-2000)  
• NIA Gauteng (2000 – 2001)  
• General Manager Southern Africa SASS (2001-2002)  
• Deputy Director General Africa SASS 2004-2011  
• Head of Station Syria (2012-2013)  
• Head of Station Russia (2013-2014) |
<table>
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<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
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<tbody>
<tr>
<td>8</td>
<td></td>
<td>• CEO Foresight Advisory Services (2015-present)</td>
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<tr>
<td>13</td>
<td>• Matric at Ratshepo High School (Temba) 1984</td>
<td>• Director-General: Department of Justice and Constitutional Development (1 May 2016 to present)</td>
</tr>
<tr>
<td></td>
<td>• Associate Fellow at Green Templeton (University of Oxford, UK) 2006</td>
<td>• Director-General: Department of Cooperative Governance (1 Oct 2012 – 30 Apr 2016)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Director-General: National Department of Social Development (15 May 2003 – 30 Sept 2012)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Chief Director: Corporate Services, National Department of Social Development (1 Oct 2001 – 14 May 2003)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Chief Director: Office of the Premier, North West Province. (1 May 2001 – 30 Sept 2001)</td>
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</tr>
<tr>
<td>1</td>
<td>BA Social Development Studies (UJ)</td>
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</tr>
<tr>
<td></td>
<td>• Member of Golden Key International Honours Society</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• BOD Certificate – IMD, Switzerland</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Political Science &amp; Trade Unionism</td>
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<tr>
<td></td>
<td><strong>WORK EXPERIENCE</strong></td>
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</tr>
<tr>
<td></td>
<td>• Non-executive Director, ESKOM (1998-2006)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Development Bank of Southern Africa</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Council member, University of Johannesburg</td>
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<td></td>
<td>• Chairman, ADC Cables</td>
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<tr>
<td></td>
<td>• Director, F11 Management Consulting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Chairman Thelle Mogoerane Hospital Advisory Board</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Certificate Public Administration, UKZN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Certificate Development Management, UP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Degree Public Administration (2017)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Honours Public Administration, MANCOSA</td>
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<tr>
<td></td>
<td><strong>WORK EXPERIENCE</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Mayor, City of Durban (2001-2016)</td>
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</tr>
<tr>
<td>3</td>
<td><strong>WORK EXPERIENCE</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Minister of Social Development (2018 – 2019)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Minister in the Presidency for Women (2014 – 2018)</td>
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<td></td>
<td>• Minister Mineral Resources (2009 – 2014)</td>
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</tbody>
</table>
| 1   |                                                                                  | • Minister of Safety & Security (2004 – 2009)  
• Member of Parliament  
• NEC NWC (2004 – 2009)                                                                 |
| 2   |                                                                                  | • Board Chairperson of Kalahari Kid (2017-present)  
• Board Chairperson of Seed Of Life (2014-present)  
• Representative of the Minister of Agriculture: Oil and protein Seeds Development Trust (2013-2016)  
• President of Commonwealth Parliamentary Association (2004-2009)  
• Speaker of Northern Cape Legislature (2004-2009)  
• Member of Executive Council, Safety and Liaison, Northern Cape Provincial Government(2000-2004)  
• Deputy Speaker, Northern Cape Provincial Legislature(1999-2000)  
• Political Office Bearer, Pension Fund (1999-2001)  
• Chair and Member of Portfolio Committee on Health and Welfare (1994-1999)  
• Member of the Legislature (1994-2009)  
• Detainee Aid Centre Office Administrator ( 1988-1991)  
• Regional Organiser of South African Domestic Workers Union (1985-1987)  
• Teacher at Kgabang Community School, Northern Cape (1983-1985) |
| 3   |                                                                                  | • CEO, RETOSA, 2017                                                                                          |
| 4   | • Senior Executive Managers Course NQF Level 8, University of Cape Town         | • Head of Department, Department of Economic Development and Tourism (2012-2017)  
• Special Advisor, Minister of Sport & Recreation Organisational re-engineeering and repositioning (2011-2012) |
| 5   | • Doctor of Philosophy (PhD) Central banking Independence & financial market reform, University of KwaZulu Natal (Curren)  
• Oxform Advanced Management and Leadership programme, Oxford University, England, 2017  
• Finance for Senior Executives at Harvard Business School, USA, 2012 | • **CEO, RETOSA, 2017**                                                                                     |
<table>
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</tr>
<tr>
<td>7</td>
<td>• Bachelor of Accounting Sciences (BCompt), University of South Africa, 2002</td>
<td>• Completion of SAICA training contract, KPMG Nelspruit (1999-2002)</td>
</tr>
<tr>
<td></td>
<td>• LLB, University of South Africa (currently studying)</td>
<td>• Managing Member at Dalicol Consulting, (2010-present)</td>
</tr>
<tr>
<td></td>
<td>• B.Com(Hons) Financial Analysis and Portfolio Management, University of Cape Town</td>
<td>• Head of the office of the Deputy Minister of Defence, Department of Defence (2012-2014)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Economics, Macquarie University, Australia</td>
<td>• Head, Government Relations at Anglo American Platinum (2006-2010)</td>
</tr>
<tr>
<td></td>
<td>• PhD Economic Management, North West University</td>
<td>• Business Development Manager at Metropolitan Asset Managers (2003-2004)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Portfolio Manager at Sanlam Investment Management (1999-2003)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Business Development Manager at Southern Life-Asset Management (1996-1998)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Business Development Manager at Nedbank (1993-1996)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Relationship Manager at Nedbank (1994-1993)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Treasury Support Manager Nedbank at Nedbank (June 1994-Sept 1994)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Manager, Client Delivery service at Nedbank, (Jan 1994-May 1994)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Manager, Nedbank (Mar 1993-Dec 1993)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Administration Manager-Finance at Australian Defence Industries (ADI)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sydney Tutor at Transby Aboriginal Co-Operative College (1986-1992)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Researcher at Zimbabwe Industrial Consultancy Co (1982-1983)</td>
</tr>
<tr>
<td>8</td>
<td>• None-executive Board Member, Chairman of Audit &amp; Risk Committee, SANBI, 2018 - Present</td>
<td>• None-executive Board Member, Chairman of Audit &amp; Risk Committee, SANBI, 2018 - Present</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
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<tr>
<td></td>
<td></td>
<td>Member of Executive Committee, CIAM, 2013 - Present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vice President, President, Pan African Composer &amp; Songwriter Alliance, (2013 - Present, 2009 - 2013)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>External Director, North West University (2006-current)</td>
</tr>
<tr>
<td></td>
<td>MBA, Milpark Business School</td>
<td>Executive Director, SARRAL (Pty) LTD (2004-2010)</td>
</tr>
<tr>
<td></td>
<td>Cert in Research, North West University Business School</td>
<td>Studio Manager &amp; Sound Engineer, The Sound Studio (1988-1997)</td>
</tr>
<tr>
<td></td>
<td>Nyukela Public Service SMS Pre-entry Program, National School of Governance RSA</td>
<td>Shareholder &amp; None Executive Chairman, NISA Global Entertainment (Pty) Ltd, 2011 - Present</td>
</tr>
<tr>
<td></td>
<td>Nyukela Public Service SMS Pre-entry Program, National School of Governance RSA</td>
<td>Business Strategist, Research Scientist, Zerno Consulting, 2012 - Present</td>
</tr>
<tr>
<td>10</td>
<td>NA</td>
<td>Office Manager, Kodak (1984)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Protech Facilitator (1986)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
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</tr>
</tbody>
</table>
| 1   | NA            | • Local Government-Public Safety Chairperson (Johannesburg)  

- Municipal Enterprises Member of Mayoral Committee  
- Speaker of Council (2006-2011) |
| 11  | NA            | • (former) President of National Union of Mineworkers |
| 12  | NA            | • Former SABC Board |
| 13  | NA            | • |
| 14  | LLB University of Botswana | • Member of Ministerial Legal Audit Committee (2010-2011)  

- DDG Department of Economic Development (2006-2010)  
- Executive Mayor-Mogale City Local Municipality (2000-2006)  
- Senior Planner: Policy – Department of Provincial Affairs and Constitutional Development (1995)  
- Coordinator Short Term Programmes – Educational Opportunities Council (1994)  
- Head of Legal UNHCR (1991-1993)  
- Candidate Attorney – Seopolokomboni & Partners (1990)  
- Research Assistant – Wligespruit Fellowship Centre (1979)  
- Reporter – The World newspaper (1976) |
| 15  | NA            | • Community Liaison Office, Office of the Premier-KwaZulu Natal (2007-2008)  

- Project Manager-Housing, Ethekwini Municipality (2004-March 2006)  
- Educator, Isizinda High School (2007)  
| 16  | • Matric at Grassy Park High School  

- Pre Primary Diploma at Intec College | • Minister of Human Settlements  

- Member of Parliament Chairperson of Joint Standing Committee on Intelligence (2014-2016) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
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</thead>
<tbody>
<tr>
<td>16</td>
<td>• Toward a Postgraduate in Economics at the University of London</td>
<td>• Chairperson of Portfolio Committee on Higher Education and Training (2016 to date)</td>
</tr>
<tr>
<td></td>
<td>• Current PHD student at Da Vinci Institute</td>
<td>• Committee member on Joint Parliament Finance Committee</td>
</tr>
<tr>
<td></td>
<td>• Postgraduate Diploma in Engineering Business management at the University of Warwick</td>
<td>• Commissioner on the Magistrates Commission/ Appointment Committee</td>
</tr>
<tr>
<td></td>
<td>• Magister Scientae in the Management of Technology/ Masters Degree at the Da Vinci Institute for Technology Management</td>
<td>• Cluster Convenor of the Peace and Stability Cluster</td>
</tr>
<tr>
<td>17</td>
<td>• Matric at St John’s College (Umtata) in 1966</td>
<td>• Member of Parliament served on Portfolio Committee of International Relations and Committee on Public Enterprises (2010-2013)</td>
</tr>
<tr>
<td></td>
<td>• BA Law at University of Lesotho in 1986</td>
<td>• Advisor to the Minister of Water and Environment (2009-2010)</td>
</tr>
<tr>
<td></td>
<td>• Post Graduate Diploma in Intellectual Property Law at University of London in 1988</td>
<td>• Member of Parliament (1999-2009)</td>
</tr>
<tr>
<td></td>
<td>• Post Grad. Diploma-International Commercial Arbitration Law at University of London in 1990</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Summer School Course on “Selected Aspects of International Finance Law” at University of London in 1993</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Certificate on Government and Management at Institute of Public Administration in 1994</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Certificate of Admission as an advocate of the High Court of South Africa at High Court Umthatha in 1995</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Risk Assessment Training Course at Health &amp; Welfare Sector in 2007</td>
<td>• Member of Parliament (2014-)</td>
</tr>
<tr>
<td></td>
<td>• Deputy Chairman of Parole Board (2012-2014)</td>
<td>• Practicing Advocate – High Court of South Africa at Umthatha (1997-2012)</td>
</tr>
<tr>
<td></td>
<td>• Summer School Course on “Selected Aspects of International Finance Law” at University of London in 1993</td>
<td>• Eastern Cape Regional Head Investigator – Truth &amp; Reconciliation Commission Managing the investigation Unit of the Eastern Cape-Planning and Directing investigation. (1996-1997)</td>
</tr>
<tr>
<td></td>
<td>• Certificate of Admission as an advocate of the High Court of South Africa at High Court Umthatha in 1995</td>
<td>• Commercial Law Consultant – Central Business Consultant (UK) (1993-1994)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
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</tr>
<tr>
<td>1</td>
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<td></td>
</tr>
</tbody>
</table>
|     | • Winning Public Sector Tenders at University of South Africa in 2006  
     |     | • Clerk Ntshiqa and Mupumlwana Attorneys at Law (1973-1976) |
|     | • Khula Business Planning Program at UCT Graduate School of Business in 2005  
     |     | • Administrator at Bible Society of South Africa (1969-1973) |
|     | • General Awareness Training-Financial Advisory & Intermediary Services Act at Khula Enterprise Finance in 2004  
     |     | • Clerk at Department of Justice (Umthatha) (1967-1969) |
| 18  | • PHD in International Relations at Witwatersrand University. | • South Africa’s Ambassador to Eritrea (2012-2016)  
     |     | • Engaged in the process of developing the ANC International Relations Discussion Documents (2016-2018) & engaging key sector, including the EU Ambassadors group |
|     |                 | • Co-ordinating Drafter of the ANC National Conference International Relations NASREC Drafting Team and Member of ANC Policy Conference International Relations Drafting Team (2018) |
|     |                 | • ANC NEC Sub-Committee of International Relations Resource Person (2003-2018)  
<pre><code> |     | • Chaired the ANC NEC Sudan Task Team (2010-2011) |
</code></pre>
<p>|     |                 | • Worked on the Horn of Africa since 2000. Published a book on the Horn. |
|     |                 | • Member of the ANC NEC International Relations Rapid Response Task Team (2010-2011) |
|     |                 | • Chief Rapporteur of the ANC’s International Solidarity Conference (2012) |
|     |                 | • Founder of the African Ambassador’s Council (AAC) in Eritrea (2013-2016) |
|     |                 | • Serves on the board of directors of the Institute for Global Dialogue |
|     |                 | • Received SSA Security Clearance |</p>
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 19  | ND Chemical Engineering at Vaal University of Technology (1989-1993)  
  NHD-BTech (Chemical Engineering) at Vaal University of Technology (1994-1994)  
  M.Tech Degree (Environmental Management (Tshwane University of Technology  
  M.Eng Degree (Chemical Engineering) (North West University) (2015-2016)  
  PhD (Chemical Engineering (University of the Witwatersrand (2008-2013)  
  Post Doc Fellowship (Chemical Engineering (North West University) (2014-2017)  
  M.Eng Degree (Chemical Engineering) (North West University) (2015-2016)  
  PhD (Chemical Engineering (University of the Witwatersrand (2008-2013)  
  Mine Sampler at Randfontein Gold Mining (1986-1988)  
  Project Co-ordinator at Lethabo Power Station (1990-1991)  
  Senior Chemical Analysts at Lethabo Power Station (Lab) (1992-1994)  
  Assistance Section Chemist at Lethabo Power Station (1994-1996)  
  System Engineer at Lethabo Power Station (1996-1999)  
  Tech &Ops at Lethabo Power Station (1999-2000)  
  Environmental Officer (2001-2002)  
  Senior Systems Engineer at Lethabo Power Station (2002-2004)  
  Director at RTC Holdings (2005-2007)  
  Director (2010-2014)  
  Research Associate (2014-2017)  
  Research Associate at University of Johannesburg (2017 till date) |
| 20  | Master of Arts: International Politics (Cum Laude) at Belgium and University de Paris X1 (Belgium) (2002)  
  Acting Ambassador: Algeria & Western Sahara (2009-2010) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 1   | Bachelor of Library and Information Science, University of Western Cape (1997)  
   Lower Diploma in Library and Information Science, University of the Western Cape (1995)  
   Certificate on EU External Relations, Universite Libre De Bruxelles and Michigan State University, (Belgium) | Counsellor Political: Algeria & Western Sahara (2008-2009)  
   Diplomatic Training Programme, Foreign Service Institute, Department of Foreign Affairs (2000)  
   Solomon Mahlangu Freedom College, Tanzania (1986)  
   Tutor of Political Studies: University of Western Cape (1994-1996) |
| 21  | Matric at Mehlomakulu High School, Herschel, Eastern Cape  
   B.Com Degree – University of Fort Hare and UNISA | Parliamentary Liaison Officer at the Department of Small Business Development (2014-2018)  
   Parliamentary Liaison Office at the Department of Public Service and Administration (2011-2013)  
   Council Member of Robben Island Museum(2010-2016)  
   Engen Petroleum Head Office and Oliver Service Station Owner (1991-2006)  
   Local government (1995-2006) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 22  | - PhD in Social and Economic Transformation; LOGOS University  
- MSC on Social and Economic Transformation; University of Buckingham, UK  
- Degree in B Administration (UNISA) (incomplete)  
- Post Graduate Certificate: Labour Relations, Wits Business School  
- Post Graduate Certificate: Management and Advanced Programme; Wits Business School  
- Diploma in Marketing and Sales Management; Damellin College of Education  
- Diploma in International Development and Advanced Economic; CAW College, Canada  
- Diploma in Diplomatic Relations and Alternative Dispute Resolution; University of Florida, USA  
- Certificate in Role of people’s Organization in Community and Nation Building; Israeli Centre for International Co-operation  
- Certificate in Role of people’s Organisations in Community and National building (ICIC-Israel)  
- Diploma in Para legal & Conflict Management (Lawyers for Human Rights Centre)  
- Diploma in African Centre for Constructive Resolution of Dispute (conflict Management)  
- Diploma in Independent Mediation Service of South Africa (IMSSA) | - Director, Trustee, Entrepreneur and Commercial Farmer in the North West Province (2011 to date)  
- Special Advisor in the Department of Basic Education (2010-2013)  
- Director Operations at CIDA University (2004-2009)  
- Regional Manage at Pikitup (2000-2004)  
- Executive Director at SA Peace Corps (1995-1997)  
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 23  | Current doing Postgraduate Diploma in Public Management at North West University  
• Advanced Diploma in Public Administration completed 2017 – University of the Western Cape  
• Higher Certificate in Economic Development 2016 The University of the Western Cape  
• Studied UNISA doing BA in International relations and diplomacy - incomplete  
• B admin, University of Western Cape (1996) incomplete  
• African Politics: UNISA (1995)  
• Matric: Ikamva Lethu Finishing School, Langa 1992 | • President-Transvaal &National Executive Committee Member at MWUSA later called SAMWU (1985-1995)  
• Senior Admin Officer (Housing) at Soweto City Council (1984-1987)  
• Currently working as a Provincial Political Education Coordinator – ANC Western Cape since 2012  
• Facilitation and training skills: Have been part of the ANC Provincial Political Education and Training Unit since 2000. Responsible for training ANC branches and members on elections and conference preparation  
• Former Provincial Organising Secretary responsible for coordination of ANC programs in the province since 2005 till 2012  
• Leadership: Served the ANC as branch secretary and sub-regional secretary. Served at regional executive committee of the ANCYL | |
| 24  | Bachelor of Arts, University of South Africa (2012)  
• Diploma in Accounting and Financial Management at Wits Business School (1997) | • Parliamentary Constituency Office Coordinator at Johannesburg South Constituency office; (2007 to date)  
• National Organiser and Campaigns Co-ordinator at ANC Head Office (1992-2007) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 25  | Enrolled at Orlando West High School  
• Diploma in Teaching at Wilberforce College (1963) | • Worked for several market research companies including Markinor  
• 1970 worked voluntarily under the leadership of Ma Sisulu  
• 1984/85 was recruited by Ma Sisulu to join FEDTRAW and worked as an organiser.  
• Worked at Shell House as a Logistic Officer for ANCW  
• In 2000 became an ANC PR Councilor in Ward 106  
• 2006 Joined the ANCW as an Organiser  
• In 2012 was deployed as a Member of Parliament until 2014 |
| 26  | Matriculation Certificate at Indana Seminary (1982)  
• Bachelor of Commerce at University of Zululand (1987)  
• Bachelor of Commerce (Honours) at University of Zululand (1988)  
• Certificate in Training at Rands Afrikaanse University (UJ) (1992)  
• Certificate Program in Accounting, Control & Finance at University of Witwatersrand Graduate School of Business Administration (1994) | • Founder and Managing Director of KWA Business Solutions PTY, (2015 to date)  
• DDG, office of the Premier (KZN) (2014-2015)  
• Consul General of South Africa at Mumbai (2005-2010)  
• KWA Director: Business Solutions/Recruitment Consultancy (2004-2005)  
• Trade Marketing Manager/Category Channel Manager (2002-2004)  
• Self Employed as Entrepreneur (Market Research/Business Solutions (2001)  
• Channel Marketing Manager at Coca-Cola SA Pty (2000-2001) |
<table>
<thead>
<tr>
<th>NO.</th>
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<th>WORK EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>BA, University of Zululand, 1996</td>
<td>National Key Account Manager at Coca-Cola SA Pty (1997-2000)</td>
</tr>
<tr>
<td></td>
<td>Certificate of Competency in Diplomacy, DIRCO Training Division, 1993</td>
<td>Assistant Channel manager at Coca-Cola SA Pty (1996-1997)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sales Rep at SAB Ga-Rankuwa (1994-1995)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marketing Trainee at SAB Ga-Rankuwa (1989-1990)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vacation Job: Data Capturer at Hudson &amp;Knight (1987)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Temporary Teller at Perm Building Society (1986)</td>
</tr>
<tr>
<td>28</td>
<td>SAQA Certificate of Evaluation, 2014</td>
<td>Worked at Department of International Relations &amp; Cooperation for 24 years(unbroken) 1992-2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior English Teacher, Department of Education &amp; Training (1987-1991)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tour Guide at Holiday Inn in Durban (1982-1983)</td>
</tr>
<tr>
<td></td>
<td>Train the Trainer, Security Institute of Ireland, 2010</td>
<td>Eerste Training Services (Ireland) – Owner (2008-2014)</td>
</tr>
<tr>
<td></td>
<td>Train the Trainer-Anti Racism and Diversity Training –Irish Aid/ Africa Centre, 2009</td>
<td>Security Manager/Health &amp; Safety Consultant at Manguard Plus Services, Ireland (2010-2014)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Security Supervisor at Holiday Inn, Gardens Court (1995-1997)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
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</tr>
</tbody>
</table>
| 28  | • Static and Patrol, Door Supervisor Course-SII, 2006  
• Certificate in Delivering Learning, Belfast College, 2006  
• Safety Awareness Course, 2005  
• Manual Handling course, 2004  
• Diploma Security Management 1st Class, Damelin Management School, 1999  
• Certificates Grades A and B, 1998  
• Security Guard at Profound Property Services (1987-1988) |
| 29  | • Post-doctoral fellow in International Relations, University of Johannesburg, 2011  
• PhD International Relations, University of Cambridge, 2010  
• MPhil International Relations, University of Cambridge, 2007  
• BA (Honours) International Relations, University of Witwatersrand, 2006  
• BA Sociology & International Relations, University of Witwatersrand, 2005  
• BURis Law (not Completed, University of the North (Turfloop) 1992-1995 | • Executive Director of Keello Consulting (2018 – currently)  
• Senior Director of Division for Internationalisation, UJ (June 2018-Dec 2018)  
• Executive Manage at Johannesburg City Parks & Zoo (2013-2018)  
• International & Stakeholder Relations Manager in Executive Mayor’s office (2014-2015)  
• Associate Researcher / Lecture (2013- present)  
• Research Associate at Getti Mercorio & Associates (2000-2002)  
• Executive Assistant to the Director at South African Qualifications Authority (1999-2000)  
• Executive Assistant to the President & Ex-officio Member of the National Executive Committee, ANC Youth League (1997-1999) |
<p>| 30  | • Master of Business Administration (MBA) – Buckinghamshire Chilterns University College. | • Director Thando Trading Pty Ltd (2015) |</p>
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Post-Graduate Diploma in Management Studies – Buckinghamshire Chilterns University College</td>
<td>• Chairman at ARMSCOR (2013-2015)</td>
</tr>
<tr>
<td></td>
<td>• Post Certificate in Management Studies – Buckinghamshire Chilterns University College</td>
<td>• Started a consulting company and appointed as the Special Advisor to the Minister of Defence and Military Veterans (Part-time) (2010-2012)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Laws (LLB), University of South Africa</td>
<td>• Early Retirement from the South African National Defence Force (2009)</td>
</tr>
<tr>
<td></td>
<td>• Executive Course in Defence Management, University of Witwatersrand</td>
<td>• Appointed Chief of Defence Intelligence with promotion to the Lt General, and member of Defence Staff Council and Military Command Council. Served on the Board of Directors of Infoplan Pty Ltd until it was incorporated into SITA (1998)</td>
</tr>
<tr>
<td></td>
<td>• Diploma in Technical Education (Business Studies), Addis Ababa University</td>
<td>• Served as Deputy Chief of Defence Intelligence with the rank of Major General and became a full member of the National Intelligence Co-ordinating Committee (1997-1998)</td>
</tr>
<tr>
<td></td>
<td>• Joint Staff Course (Strategic Management Programme, South African Defence College</td>
<td>• Integrated into SANDF and Served as Director of Directorate Southern Africa in Defence Intelligence (1994-1997)</td>
</tr>
<tr>
<td></td>
<td>• Senior Command And Staff Course, South African Army College</td>
<td>• Served as Chief of Military Intelligence of Umkhonto weSizwe armed wing of the African National Congress of South Africa and member of the High Command (1991-1994)</td>
</tr>
<tr>
<td></td>
<td>• Operational Intelligence and Advanced Defence Intelligence Courses, South African Defence Intelligence College</td>
<td>• Arrived from exile for negotiations, served as Military Advisor to the ANC negotiations team-General Joe Modise and also acted as the ANC Youth League’s Political Education Officer.</td>
</tr>
<tr>
<td>31</td>
<td>• Master of Arts in International Relations/War Studies RMC, Canada, 1995-1997</td>
<td>• Independent Media, south Africa Group Foreign Editor, 2015 – till date</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Arts Honours in Political Science, Queen’s University, Canada, 1991-1995</td>
<td>• International Affairs Consultant, Freelance Writer, (2013-2014)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Director at Department of Home Affairs, Pretoria (2012)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• International Affairs Columnist at New Age Newspaper (2010-2011)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
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<tr>
<td></td>
<td></td>
<td>* Program Manager for the Middle East and East Africa at National Intelligence Coordinating Committee, Pretoria (2006-2009)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Specialist on Conflict in Africa and the Middle East at Presidential Support Unit, Pretoria (2005)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Director: International Relations and Trade in The Presidency (2004)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Deputy Director at Institute for Global Dialogue (2002-2004)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Programs Coordinator at African Centre for the Constructive Resolution of Disputes (ACCORD) (2001)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Policy Adviser on Africa in the office of the Secretary of State for Africa and L.America, Canada (1999-2000)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Political Consultant at Doctors Without Borders (1999)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Africa Programme Officer at Parliamentary Centre, Canada (1998-1999)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Research Associate at Institute for Global Dialogue (1998)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Program Officer for the International Peace and Security Cluster at United Nations Staff College, Italy (1997-1998)*</td>
</tr>
<tr>
<td>32</td>
<td>M.Phil in SA Politics, University of Port Elizabeth, 2000 – 2001</td>
<td>* Head of Strategy and Communications at Banking Association SA (2017 – till date)*</td>
</tr>
<tr>
<td></td>
<td>Master in Economic History, University of Natal, 1984 - 1985</td>
<td>* Was on an unpaid sabbatical to comple PhD. Cunsulted for Health eNews, Armscor and MISTRA (2016)*</td>
</tr>
<tr>
<td></td>
<td>Honours in History and Political Science, University of Durban Westville, 1983</td>
<td>* Director Operations at Mapungubwe Institute (2013 – 2016)*</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Arts, University of Durban-Westville, 1980 - 1982</td>
<td>* SA Ambassador to the United Arab Emirates (2008 -2012)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* SA Ambassador to Oman (2003-2008)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Director, Public Affairs Division at Meropa Communications (2002 – 2003)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* Deputy Director-General at GCIS (1998 – 2002)*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* General Manager at Armscor (1993 – 1998)*</td>
</tr>
<tr>
<td>NO.</td>
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<tr>
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</tr>
</tbody>
</table>
|     |               | • Department of Information and Publicity of the ANC (1990 – 1993)  
| 33  | • Women and Law Certificate, University of South Africa, 1995  
|     | • BA Degree in Nursing Science, UNISA, 1992  
|     | • Midwifery Diploma, Shongwe Hospital Nursing School, 1985  
|     | • General Nursing Diploma, Themba Hospital Nursing School, 1983  
|     | • Member of Parliament (2014 – till date)  
|     | • Member of Parliament (2004-2009)  
|     | • Member of Parliamentary Legislature (1994-1999)  
|     | • Chief Professional Nurse at Transvaal Provincial Administration (1990 – 1994)  
|     | • Senior Professional Nurse at Emfuleni Hospital (1987 – 1989)  
|     | • Professional Nurse at Emthonjaneni Clinic (1986 – 1987)  
|     | • Professional Nurse at Ermelo Hospital (1983 – 1984)  
| 34  | • Master of Science at Buckinghamshire Chilterns University College, UK, 1998 – 1999  
|     | • Permanent Member of the NCOP (2014 – 2019)  
|     | • Stakeholder Relations Management Unit at SARS (2011 – 2013)  
|     | • Deputy Chairperson of the Charities Distribution Agency at National Lotteries Board (2011 – 2014)  
|     | • Deputy General Secretary at SACC (2006 – 2011)  
|     | • Head of Department at SACC (1994 – 2006)  
|     | • Programme Director at SACC (1992 – 1994)  
|     | • Field Worker, Resource Officer and Programme Facilitator at SACC (1986 – 1990)  
| 35  | • Bachelor of Arts Degree, University of Cape Town, 1976  
|     | • American Field Service Scholarship Cultural Exchange to the USA, 1972 - 1973  
|     | • Non – Executive Director at Sibanye Gold Limited (2013 – till date)  
|     | • Member of the National Council of the SA Institute for International Affairs (2014 – till present)  
|     | • Chair, Inclusive Society Institute (2019 – till present)  
|     | • Member of Parliament (1996 – 2013)  

<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 36  | • MA Degree from Carleton University, Ottawa Canada  
• Bachelor’s Degree from the National University of Lesotho  
• Diploma in Public Relations  
• Diploma in Organisation Development and Strategic Management.  
• Certificate in Coaching Skills  
• Certificate on Corporate Governance and Board Effectiveness from Institute of Directors of Southern Africa | • Deputy Minister of International Relations and Cooperation (2004 – 2010)  
• Participant in Mont Fleur Scenario planning Exercise (1991 – 1993)  
• Coordinator, Black Sash Advice Office (1988 – 1991)  
• Executive Director of MaxiTRade  
• Non-Executive Director of BMW, SA  
• Non- Executive Director of SA Express Airways  
• Director of the Valuator Advisory  
• Chairman of First Mayibuye Holdings  
• Founder member of Nozala Investments  
• Member of the Human Resource Committee of Financial Intelligence Centre |
| 37  | • Matriculated (first class) 1966  
• BSC Town and Regional Planning, University of Witwatersrand (incomplete, 13 credits), 1968-1971  
• National Certificate in Commercial Horticulture, Somerset College of Agriculture and Horticulture  
• BA (Sociology and Geography, University of South Africa | • Worked in Britain in various agricultural and horticultural enterprises (1972-1975)  
• Taught pilot syllabus of Schools Agriculture Scheme in Swaziland (1976-1978)  
• Assisted in the establishment and development of the School of Appropriate Farm Technology (SAFT). Held posts of Education Coordinator, Deputy Project Co-ordinator and Project Co-ordinator (1979-1983)  
• Worked for Department of Agricultural Technical and Extension Services (Agritex) in Zimbabwe (1983-1986) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
|     | • D.Phil, University of Zimbabwe Current rating by the National Research Foundation: B1 | • Research Fellow in the Centre for Applied Social Science, University of Zimbabwe (1986-1990)  
• Lectured in Department of Anthropology, University of the Western Cape (1991-1995)  
• Established and directed programme for Land and Agrarian Studies (1995-2009)  
• Chair of Development Management in the School of Government (1998)  
• Promoted to Senior Professor (2006)  
• Awarded a DST/National Research Foundation Research Chair in Poverty, Land and Agrarian Studies (2009)  
• DST/National Research Foundation Research Chair in Poverty, Land and Agrarian Studies (2014) |
| 38  | • Negotiation skills for the World of Work, International Training Centre (ILO), 2015  
• Post Graduate Diploma: Labour Law, UJ, 2013  
• Certificate-Labour Law, UJ, 2010  
• Certificate-Labour Relations Management, UNISA, 2005  
• Leadership Development, University of the Free State, 2013  
• Strategic Management, UNISA, 2014 | • Collective Bargaining Office, NEHAWU (2015-present)  
• Procurement Officer, Department of Social Development (1977-2006)  
• Leveton Boner chartered Accountants, Administrative Officer (1991-1997) |
| 39  | • Bachelor of Law, University of Fort Hare  
• Bachelor of Law (LLB), University of Fort Hare  
• Master of Philosophy, NMMU | • Managing Member, Tshantaswa Development Services (2006-present)  
• City Manager – Buffalo City Municipality (2001-2006)  
• Head – NCOP, Eastern Cape Legislature (1998-2001)  
• Legal Advisor – Legislation, Eastern Cape Legislature (1997) |
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>40</td>
<td>• Senior Teachers Diploma, Ndebele College of Education</td>
<td>• Deputy Director General, Department Military Veterans (2016-present)</td>
</tr>
<tr>
<td></td>
<td>• Higher Education Diploma, Rand Afrikaans University</td>
<td>• Deputy Director General, Governance and International Relations</td>
</tr>
<tr>
<td></td>
<td>• BED in Education, Training and Development</td>
<td>• Chief of Staff, Department of Public Service and Administration</td>
</tr>
<tr>
<td></td>
<td>• Masters in Psycho Educational Programme, Rand Afrikaans University</td>
<td>• Acting DDG- Labour Relations and Remuneration Service, Department of Public Service and Administration</td>
</tr>
<tr>
<td></td>
<td>• PHD Psychology of Education</td>
<td>• Head of Department, Collective Bargaining and Training and Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior Personnel Practitioner, SAPS</td>
</tr>
<tr>
<td>41</td>
<td>• Master of Management (Security), WITS, 2016</td>
<td>• Provincial head, Directorate for Priority Crime Investigation (2016-present)</td>
</tr>
<tr>
<td></td>
<td>• MPhil Social Science Methods, University of Stellenbosch, 2010</td>
<td>• Chief Director: Integrity Management Unit, National Prosecuting Authority (2012-2014)</td>
</tr>
<tr>
<td></td>
<td>• LLB, UNISA, 2010</td>
<td>• Director: Enforcement, National Prosecuting Authority (2004-2012)</td>
</tr>
<tr>
<td></td>
<td>• BA Political Science, UNISA, 2011</td>
<td>• Director: Monitoring and Analysis, Secretariat of Safety and Security (2000-2004)</td>
</tr>
<tr>
<td></td>
<td>• PGD (SRM), University of Stellenbosch, 1997</td>
<td>• Monitoring Officer, Provincial Parliamentary Monitoring, Institute for Democracy in South Africa (1996)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Researcher: Centre for Constitutional Analysis, Human Science Research Council (HSRC) (1994-1995)</td>
</tr>
<tr>
<td>42</td>
<td>• BA, University of North, 1992</td>
<td>• Member and Senior Consultant, Bokatuma Group</td>
</tr>
<tr>
<td></td>
<td>• MPA, University of Pretoria, 1999</td>
<td>• Managing Director, Power Blast Corrosion Protection</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Regional Commissioner (Limpopo, Mpumalanga, North West), Department of Correction Services (2011-2014)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
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<tr>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Chief Deputy Commissioner, Department of Correctional Service (2007-2011)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Deputy commissioner (Chief Director) Human Resource, Department of Correctional Services (2003-2007)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Head of Ministerial Services (Chief of Staff), Department of Correctional Services (2000-2003)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Corporate Planning, (1999-2000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Director: Human Resource Department, (1997-1999)</td>
</tr>
<tr>
<td>43</td>
<td>• Labour Law Doctorate, Nelson Mandela Metropolitan University (NMMU)</td>
<td>• General Secretary (Accounting Officer), Education Labour Relations Council (2013-present)</td>
</tr>
<tr>
<td></td>
<td>• Post Graduate Diploma in Practical Labour Law, NMMU</td>
<td>• External Examiner/Moderator, NMMU (2015-present)</td>
</tr>
<tr>
<td></td>
<td>• Masters in Labour Law, NMMU</td>
<td>• Online Teaching Assistant, UNISA (2018)</td>
</tr>
<tr>
<td></td>
<td>• Master Public Administration, University of Pretoria</td>
<td>• Senior Collective Bargaining &amp; Communication Services, Labour Relations Council (2005-2012)</td>
</tr>
<tr>
<td></td>
<td>• BHons Public Administration, University of Stellenbosch</td>
<td>• Deputy Principal, Manyano Technical High School (2005)</td>
</tr>
<tr>
<td></td>
<td>• Certificate Course in Labour Law, University of Cape Town</td>
<td>• HOD: English &amp; Afrikaans, Manyano Technical High School (2003-2004)</td>
</tr>
<tr>
<td></td>
<td>• International Computer Driving Licence, iThemba Labs</td>
<td>• Junior Recruitment Consultant, Bridgena Barnard personnel Agency (1999)</td>
</tr>
<tr>
<td></td>
<td>• Advances Certificate in Education, University of Cape Town</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Higher Diploma in Education, University of Western Cape</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Doctor of Philosophy in Chemistry, University of London (1975-1979)</td>
<td>• Strategy Manager, NECSA (2000-2014)</td>
</tr>
<tr>
<td>NO.</td>
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</tr>
</tbody>
</table>
  - Chief Scientist, CECSA Research and Development (1992-1994)  
  - Senior Lecturer and Head of Department of Chemistry, University of Swaziland (1989-1992)  
  - Lecturer, University of Swaziland (1981-1989)  
  - Post-Doctoral Research, University of Surrey (1979-1981) |
| 45  | BSc Mechanical Engineering  
  - MBA | Managing Director, Thulanda Consultants (2013-current)  
  - Operations Director, Intershore Africa (Pty) Ltd (2011-2013)  
  - Executive Manager, Igoda Projects (Pty) Ltd (2010)  
  - Construction Manager, Kellogg Brown & Roots (2009-2010)  
  - Branch Manager, Protekon (2003-2004)  
  - SAPREF: Hydrocarbon Accounting Manager (1999-2001)  
  - Design Engineer, Sasol (1996-1999) |
| 46  | BA Social Work | Chief Director for Transformation Policies and Programmes, Department of Public Service and Administration  
  - Global Executive Development Program (2012)  
  - Advanced Strategic Management, IMD  
  - IRSMI Management Development Program, University of France (2008-2009)  
  - General Manager, Transnet Freight Rail (2012-2015)  
  - Deputy General Manager, Transnet Freight Rail (2008-2012)  
  - Area Production Manager, Transnet Freight Rail (2007-2008)  
  - Business Unit Executive, Transnet Port Terminals (2004-2007) |
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<tr>
<td>47</td>
<td><strong>NO.</strong></td>
<td><strong>QUALIFICATION</strong></td>
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<tr>
<td></td>
<td>• Management Advanced Program, Wits Business</td>
<td>• Shift Control Officer, Apron Control (1996-2000)</td>
</tr>
<tr>
<td></td>
<td>• Bcom (1999)</td>
<td>• Technical Director-Electricas (Owner): Yanga-Lunga Engineering</td>
</tr>
<tr>
<td></td>
<td>• Diploma Geology, Wits (1994)</td>
<td>• Senior Electrical Engineer: SNC Lavallian</td>
</tr>
<tr>
<td>48</td>
<td>• MSc Engineering, UCT (2003)</td>
<td>• Senior Electrical Engineer, ThyssenKrupp Uhde</td>
</tr>
<tr>
<td></td>
<td>• BSc Engineering, UCT (1998)</td>
<td>• Project Engineering Manager, Gold Fields International Mining SA</td>
</tr>
<tr>
<td></td>
<td>• BSc Honors, University Transkei (1994)</td>
<td>• Consultants: Electrical Engineering, Gold Fields International Mining SA</td>
</tr>
<tr>
<td></td>
<td>• BSc, University of Transkei (1990)</td>
<td>• Project Engineer, Pebble Bed Molecular Reactor</td>
</tr>
<tr>
<td></td>
<td>• Diploma Teachers College (1987)</td>
<td>• Engineering Technical Advisor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior Engineer, SAA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Engineer, Eskom</td>
</tr>
<tr>
<td></td>
<td><strong>NO.</strong></td>
<td><strong>QUALIFICATION</strong></td>
</tr>
<tr>
<td></td>
<td>• BSc Hons: Applied Social Science (Information &amp; Communication), 1992</td>
<td>• Chief Director: Research &amp; Policy Development, Department of Women, Children &amp; People with Disabilities (2011-2016)</td>
</tr>
<tr>
<td></td>
<td>• National Diploma, Librarianship (1987)</td>
<td>• Director: Information Management, Department of Correctional Services (2006-2011)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Deputy Director: Researcher GPL (1997-2002)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Law Librarian, Legal Resource Centre (1992-1996)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Documentation Officer, TRC (1996-1997)</td>
</tr>
<tr>
<td>50</td>
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<td></td>
<td>• Consultant: Electrical Engineering, Gold Fields International Mining SA</td>
<td>• Project Engineer, Pebble Bed Molecular Reactor</td>
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<td>• Project Engineer, Pebble Bed Molecular Reactor</td>
<td>• Engineering Technical Advisor</td>
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<tr>
<td></td>
<td></td>
<td>CFO, Swaziland Environment Authority (2007-2008)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Swaziland National Provident Fund (1999-2006)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accountant, Kharafa Trading Pty Ltd (1996-1999)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Teacher, Swaziland Service Teaching Commission (1992-1993)</td>
</tr>
<tr>
<td>51</td>
<td>Teachers Diploma, Johannesburg College of Education (1975)</td>
<td>Member of Interim Advisory Panel Researcher/Mainstreaming HIV and AIDS into Curriculum, Government</td>
</tr>
<tr>
<td></td>
<td>MPhil, University of Stellenbosch (2011)</td>
<td>Head of Secretariat, National Rapid Response Task Team</td>
</tr>
<tr>
<td></td>
<td>PHD in Ethics, UNISA(2014)</td>
<td>Managing Director, Greenhills Projects</td>
</tr>
<tr>
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<td>Exams/Curriculum Development/ Monitoring and Evaluation/Research/Assessment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Manager, IEB</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coordinator Foundation Phase, BMW</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Head Teacher, House of Delegates</td>
</tr>
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<td></td>
<td></td>
<td>Teacher, House of Delegates</td>
</tr>
<tr>
<td>52</td>
<td>Certificate in Business Studies University of Swaziland (1973)</td>
<td>Managed Accountant in Practise, Lesotho Institute of Accounting &amp; Auditors</td>
</tr>
<tr>
<td></td>
<td>Licensed Accountant in Practise, Lesotho Institute of Accounting &amp; Auditors</td>
<td>Accountant Technician, Polytech, Zimbabwe Institute of Accounting Technicians</td>
</tr>
<tr>
<td></td>
<td>Post Degree Diploma in Management, Buckinghamshire University College (1998-2000)</td>
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</tbody>
</table>
| 53  | • MBA, Macosa (incomplete)  
• BA Honors Public Management and Governance, PUK  
• BCom Industrial Psychology and Management  
• Certificate in International Programs for Development Evaluation Training (IPDET), Carleton University  
• Executive Leadership Development Program (ELMDP), UP  
• Certificate in Strategic Management and Leadership Development, GIMT  
• Certificate in Applied Project Management, Potchefstroom Business school  
• Certificate in Project Management, ProjektStyrning Sweden  
• Head of Public Liaison and Presidential Hotline, The Presidency RSA (2011-2012)  
• Special Advisor to the President, The Presidency RSA (2010-2011)  
• Executive Mayor, Mahikeng Local Municipality (2006-2010)  
• Key Accounts Manager HR, Department of Justice and Correctional Service (2002-2006)  
• Senior Training Officer, Department of Justice and Constitutional Development (1998-2001)  
• Consumer Manager Trainee, Standard Bank (1997-1998)  
• Training Officer, The Department of the Auditor General (1992-1994)  
• Assistant State Auditor, Department of the Auditor General, (1989-1992) |
| 54  | • BA (Political Science and Public Admin), University of KZN, 2007  
• Masters in Public Administration, University of KZN, to complete in 2019 | • Researcher at the Office of the Speaker (2016 – currently)  
• Project Manager at Services SETA (2013-2015)  
• National Organiser at African National Congress (2009-2013)  
• Intern(project management) (May 2008)  
• Orientation Administrator at University of KZN (2006)  
• University Student Tutor at University of KZN (2005) |
<p>| 55  | • Bachelor of Arts, Nelson Mandela University, to graduate in April 2019 | • Service Delivery Manager –Early Warning System at Siyakha Isizwe Trading (2016-2018) |</p>
<table>
<thead>
<tr>
<th>NO.</th>
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<tr>
<td>56</td>
<td>• Higher Certificate in Public Management, Regenesys Business School</td>
<td>• Administrator at Department of Trade &amp; Industry (2014-2015)</td>
</tr>
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<td></td>
<td></td>
<td>• Administrative Officer at the University of Cape Town (2008-2011)</td>
</tr>
<tr>
<td></td>
<td>• Matric</td>
<td>• Member of Mayoral Committee at Capricorn District Municipality (Currently)</td>
</tr>
<tr>
<td></td>
<td>• National Diploma in Public Management, Capricorn TVET College, 2018</td>
<td>• Service Delivery Manager at Siyakha Enterprise (2016-2017)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Office Attendant at Department of Transport (2014-2017)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provincial Office Manager at POPCRU Mpumalanga (2006-2009)</td>
</tr>
<tr>
<td>57</td>
<td>• Currently pursuing MBA, Wits Business School</td>
<td>• CEO (2017-Currently)</td>
</tr>
<tr>
<td></td>
<td>• Bcom (Hons) Accounting Sciences, University of Pretoria</td>
<td>• Chief Financial Officer at NYDA (2014-2017)</td>
</tr>
<tr>
<td></td>
<td>• BCom Accounting Sciences, University of Pretoria</td>
<td>• Manager: Public Sector Specialist at KPMG (2013)</td>
</tr>
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<td></td>
<td></td>
<td>• Accountant and Supervisor, KPMG (2011-2012)</td>
</tr>
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<td></td>
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<td>• Academic lecturer at the University of Pretoria (2010)</td>
</tr>
<tr>
<td>58</td>
<td>• Matric</td>
<td>• Managing Member at Seteshe Group (2016-current)</td>
</tr>
<tr>
<td></td>
<td>• BSc- Environmental Science, University of Limpopo, 2010</td>
<td>• Environmental &amp; Safety Officer at Gudani Consulting (2012-2016)</td>
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<tr>
<td></td>
<td></td>
<td>• Assistant Environmental Officer at Gudani Consulting (2010-2012)</td>
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<td>60</td>
<td>• Matric</td>
<td>• Receptionist at Nematswerani Legal Chambers (2016-2017)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Financial Advisor at Metropolitan Life (2014-2015)</td>
</tr>
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<td></td>
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<td>• Admin Clerk at Masana Financial Services (2009-2013)</td>
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<tr>
<td>61</td>
<td>• Matric</td>
<td>• CEO at Lightserve Investment (2014-current)</td>
</tr>
<tr>
<td></td>
<td>• B.Comm Honours (Strategic Marketing), University of Limpopo, 2000</td>
<td>• Field Sales Manager at Smollan Group (2002-2013)</td>
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<tr>
<td>62</td>
<td>Matric</td>
<td>• CEO at Molite Holding (2012-2013)</td>
</tr>
<tr>
<td></td>
<td>BTech Information Technology (Software Development), Tshwane University of Technology</td>
<td>• Managing Director at Bushbuckridge Agro Processing Hub (2009-2012)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Chief Operating Officer at Indalo Fleet Solutions (2007-2009)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Consumer Development Representative at SABMiller (2003-2007)</td>
</tr>
<tr>
<td>63</td>
<td>Matric</td>
<td>• Managing Director at BOBO IT Solution &amp; Projects (2017-currently)</td>
</tr>
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<td></td>
<td>BTech Marketing, Tshwane University of Technology, 2014</td>
<td>• Technical Support Specialist at Right to Care (2014-2016)</td>
</tr>
<tr>
<td></td>
<td>National Diploma in Marketing, Tshwane University of Technology, 2013</td>
<td>• Helpdesk Analyst at Right to Care (2012-2014)</td>
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<tr>
<td></td>
<td>National Senior Certificate, Northern Academy</td>
<td>• Temp Assistant Fixed Asset Controller at Right to Care (2012)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cleaner at Transnet (2008)</td>
</tr>
<tr>
<td>64</td>
<td>Matric</td>
<td>• Marketing Support Assistant at SANLAM (2017-current)</td>
</tr>
<tr>
<td></td>
<td>BTech Marketing, Tshwane University of Technology, 2014</td>
<td>• Training/Events Coordinator at SANLAM (2017)</td>
</tr>
<tr>
<td></td>
<td>National Diploma in Marketing, Tshwane University of Technology, 2013</td>
<td>• Sales Support(Intern)(2016-2017)</td>
</tr>
<tr>
<td></td>
<td>National Senior Certificate, Northern Academy</td>
<td>• Student Assistant, Marketing and Communication at Tshwane University of Technology (2012-2013)</td>
</tr>
<tr>
<td>65</td>
<td>Matric</td>
<td>• Founder and Managing Director of Esethu Consulting (2009-current)</td>
</tr>
<tr>
<td></td>
<td>Master of Business Administration, GIBS- University of Pretoria, 2009</td>
<td>• Head: Business Sustainability at ABInBev (Former SABMiller) Africa (2015-2017)</td>
</tr>
<tr>
<td></td>
<td>Post Graduate Diploma in Business Administration, GIBS- University of Pretoria, 2007</td>
<td>• Sustainable Development Executive at SAB (2011-2014)</td>
</tr>
<tr>
<td></td>
<td>BSc (Hons) Geology, University of Western Cape, 2001</td>
<td>• Group Sustainability Manager at Oceana Group Limited (2010-2011)</td>
</tr>
<tr>
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</tbody>
</table>
| 66  | BSc, University of Western Cape, 2000 | • Divisional Manager: Environmental and Social Risk at Marsh(Pty) Ltd (2008-2009)  
• Direct: Policy coordination & Stakeholder Management at Department of Water and Environmental Affairs (2006-2008)  
• Various Technical Roles at Department of Water and Environmental Affairs (2002-2006) |
| 67  | Matric        | • Asset controller at Western Cape Education Department, (2011-current)  
• Manager in Deputy Mayor’s Office, Biou Local Municipality (2018)  
• Library Assistant at Knysna Municipality (2007-2011) |
| 68  | Matric        | • Asset controller at Western Cape Education Department, (2011-current)  
• Manager in Deputy Mayor’s Office, Biou Local Municipality (2018)  
• Library Assistant at Knysna Municipality (2007-2011) |
| 69  | Matric        | • Researcher & Speech writer to the Premier of Limpopo (2013-current)  
• Legal Advisor at Capricorn District Municipality (2011-2013)  
• Mayoral Support Coordinator at Capricorn District Municipality (2009-2011) |
| 70  | Matric        | • Finance Intern at UMLazi Municipality (2018)  
• Financial Advisor at SANLAM (2016-2018)  
• Branch Consultant at FNB (2014-2016) |
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<tr>
<td>71</td>
<td>• Matric</td>
<td>• Lecturer (2014-current)</td>
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<tr>
<td></td>
<td>• Doctor of Philosophy, University of KwaZulu Natal, 2016</td>
<td>• Chairperson and Coordinator: International &amp; Public Affairs Cluster Higher Degrees Committee (2017-2018)</td>
</tr>
<tr>
<td></td>
<td>• Master of Social Sciences, University of KwaZulu Natal, 2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Art Honours, University of KwaZulu Natal, 2012</td>
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<td></td>
<td>• Bachelor of Social Sciences, University of KwaZulu Natal, 2011</td>
<td></td>
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<tr>
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<td>• Doctor of Philosophy, University of KwaZulu Natal, 2016</td>
<td></td>
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<td>• Master of Social Sciences, University of KwaZulu Natal, 2013</td>
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<td>• Bachelor of Art Honours, University of KwaZulu Natal, 2012</td>
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<td></td>
<td>• Bachelor of Social Sciences, University of KwaZulu Natal, 2011</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Certificae in Intrnational Governance, 2005</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Higher Diploma in Education, University of the Western Cape, 1992</td>
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</tr>
<tr>
<td></td>
<td>• Bachelor of Arts, University of the Western Cape</td>
<td></td>
</tr>
<tr>
<td>72</td>
<td>• Certificae in Intrnational Governance, 2005</td>
<td>• High Commissioner accredited to the Republic of Kenya and United Nation Environmental Program and United Nation Habitat Program (2015 – 2019)</td>
</tr>
<tr>
<td></td>
<td>• Higher Diploma in Education, University of the Western Cape, 1992</td>
<td>• High Commissioner of the Republic of South Africa to the Commonwealth of Australia (2011 – 2014)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Arts, University of the Western Cape</td>
<td>• Member of the Provincial Parliament and Spokesperson for Public Works and Transport (2009 -2010 )</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Social Sciences, University of KwaZulu Natal, 2011</td>
<td>• Member of the Standing Committee on Finance and Public Account, Western Cape Provincial parliament (1999 – 2009)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Social Sciences, University of KwaZulu Natal, 2011</td>
<td>• Administrator at the African National Congress, Provincial Office, Western Cape (1992 – 1994)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Arts, University of the Western Cape</td>
<td>• Member of</td>
</tr>
<tr>
<td></td>
<td>• Post Graduate Diploma in Finance, University of London, 2015</td>
<td>• Standing Committee on Finance(2009- 2014)</td>
</tr>
<tr>
<td></td>
<td>• BaCur. Degree, UNISA, 1993</td>
<td>• Member of the Committee on the Public Service and Administration</td>
</tr>
<tr>
<td></td>
<td>• Psychiatric Nurse Diploma, Tara Hospital</td>
<td>• Member of the Committee on the Monitoring, Evaluation and Planning (The Presidency)</td>
</tr>
<tr>
<td></td>
<td>• Midwife Diploma, Marianhill Hospital, 1981</td>
<td></td>
</tr>
<tr>
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<tr>
<td></td>
<td>• General Nurse Diploma, Benedictine Hospital, 1977</td>
<td>• Senior Manager at Construction Education Training Authority (2019 till date)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Limpopo Province Manager at Construction Education Training Authority (2012 – 2017)</td>
</tr>
<tr>
<td>74</td>
<td>• Bachelor of Commerce, University of the North</td>
<td>• Acting Specialist: Contract Management Unit at Construction Education and Training Authority (2017 )</td>
</tr>
<tr>
<td></td>
<td>• Course in Fundamentals of Banking and Risk Management (NQF L5), UNISA</td>
<td>• Acting Gauteng Provincial Coordinator at Construction Education and Training Authority (2015 – 2016)</td>
</tr>
<tr>
<td></td>
<td>• Program in Banking (NQF L6), UNISA</td>
<td>• Stakeholder management and Liaison at Ministry of Higher Education and Training (2011 – 2012)</td>
</tr>
<tr>
<td></td>
<td>• Currently doing Masters at Wits University</td>
<td>• Stakeholder and Media Liaison Officer at Limpopo Legislature (2010 )</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Deputy Chairperson at Limpopo Youth Commission (2004 -2009)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Community Liaison Officer at Department of Health and Social Welfare (2004)</td>
</tr>
<tr>
<td>74b</td>
<td>• Local Government Finance Management, Belgravia Institute of Management</td>
<td>• Chairperson of Teenage Against drugs and alcohol abuse (2003-2005)</td>
</tr>
<tr>
<td></td>
<td>• Local Government performance Management</td>
<td>• Member of Dithakong integrated energy centre (2005 – 2006)</td>
</tr>
<tr>
<td></td>
<td>• Local Economic Development</td>
<td>• Member of Moshaweng Youth Council (2005 – 2006)</td>
</tr>
<tr>
<td></td>
<td>• Integrated Development planning</td>
<td>• Leader of Anglican church youth</td>
</tr>
<tr>
<td></td>
<td>• Managing projects, Contract and Consultant</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Certificate of Competence in Councillor Development practice</td>
<td></td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
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<td>75</td>
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</tr>
<tr>
<td></td>
<td>Certificate in Local Government Law and Administration, University of Fort Hare</td>
<td>Chairperson of the Standing Committee of Appropriations (2015-2019)</td>
</tr>
<tr>
<td></td>
<td>Certificate in Governance and Leadership, University of Witwatersrand Business School</td>
<td>MEC for Finance (2009-2013)</td>
</tr>
<tr>
<td></td>
<td>Masters degree in Public Administration, University of Pretoria</td>
<td>President of Common Wealth Parliamentary Association Mpumalanga branch (2005 – 2009)</td>
</tr>
<tr>
<td></td>
<td>Master of Science, University in the USA, 1985</td>
<td>Deputy Speaker of Mpumalanga Provincial Legislature ( 1999 – 2004)</td>
</tr>
<tr>
<td></td>
<td>B. Pharm, University of the North, 1979</td>
<td>Member of Nelspruit Transitional Local Council ( 1993 – 1999)</td>
</tr>
<tr>
<td>NO.</td>
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<td>-----</td>
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</tr>
</tbody>
</table>
| 77  | Higher Diploma in Education  
     | Bachelor of Arts, University of Western Cape | Appointed Lecturer in Pharmacy practice at the University of the North (1993 – 1994)  
     | Member of Parliament (2013 till date)  
     | Member of Gauteng Legislature (2009 – 2013)  
     | MMC for Environment and housing (2006)  
     | Councillor of the GPMC (1999)  
     | ANC Women’s League Provincial Leader (1998) |
| 78  | Certificate in Negotiation and Influence, Massachusetts School of Management Executive Education, 2017 |  
     | Certificate: Capacity Building Programme for SA Women on Conflict Resolution, Negotiation & Mediation, Department of International Relations and Cooperation South Africa, 2017 |  
     | Master in Development Studies, University of Free State (outstanding)  
     | Certificate in Public Service Management, University of Witwatersrand, 2002  
     | BA Honours, University of Free State, 2001  
     | BA, University of the Western Cape, 1993  
     | Leadership in Local Government: NQ7, Wits School of Governance, 2018  
     | Capacity Building Programme on Conflict Resolution, Department of International relations and cooperation, 2017 |
| 79  |  | Proportional Councillor at City of Tshwane (2016 till date)  
<pre><code> |  | Member of the Mayoral Committee at City of Tshwane (2012-2016) |
</code></pre>
<table>
<thead>
<tr>
<th>NO.</th>
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</tr>
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<tbody>
<tr>
<td>80</td>
<td>• Programme in Public Administration and Management, UNISA, 2018</td>
<td>• Executive Mayor (2010 – 2014)</td>
</tr>
<tr>
<td></td>
<td>• Basic computer and typing skills</td>
<td>• Executive Mayor (2006 – 2010)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Executive Mayor (2004 – 2006)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Member of Mayoral Committee, Lejweleputswa District Municipality (2000 – 2004)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Chairperson of Executive Committee at Allanridge Transitional local council (1998 -2000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Chairperson of Housing Committee at Allanridge Transitional local Council (1995-1998)</td>
</tr>
<tr>
<td>81</td>
<td>• Socialism with Chinese, Characteristics for New Era, Party School of Communist Party of China, 2018</td>
<td>• Mayor at Mohokare Municipality/ speaker (2011-2016)</td>
</tr>
<tr>
<td></td>
<td>• Senior Management Program, University of Pretoria, 2015</td>
<td>• Proportional Councillor at City of Tshwane ( 2011 – 2016)</td>
</tr>
<tr>
<td></td>
<td>• Certificate of Attendance, SALGA, 2011</td>
<td>• Project manager at Polelo Basading Investments (2008 – 2010)</td>
</tr>
<tr>
<td></td>
<td>• Diploma in Advanced Adult Basic Education and Training, University of South Africa, 2001</td>
<td>• ABET facilitator at Department of land affairs (2001- 2002)</td>
</tr>
<tr>
<td></td>
<td>• Certificate in Business Management, University of Wits Business School, 1988</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Certificate of Attendance,  SALGA, 2011</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Project manager at Polelo Basading Investments (2008 – 2010)</td>
<td></td>
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<tr>
<td></td>
<td>• Certificate in Business Management, University of Wits Business School, 1988</td>
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<tr>
<td>81</td>
<td>• Councillors Development Practice, Local Government SETA, 2015</td>
<td>• Speaker of District Municipality (2008 – 2011)</td>
</tr>
<tr>
<td></td>
<td>• NGF Support Link skills programme, Local Government SETA, 2008</td>
<td>• Councillor (2006)</td>
</tr>
<tr>
<td></td>
<td>• Executive Leadership Development programme, University of Pretoria, 2008</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Road Works, Prodev, 2004</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Roadworks Multiskills, LSA School of Technology, 2003</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Management Course, LSA School of Technology, 1998</td>
<td></td>
</tr>
<tr>
<td>82</td>
<td>• Post graduate student – Master’s degree (currently), University of the Witwatersrand</td>
<td>• Member of Parliament, (2013 – 2014)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Arts, University of SA</td>
<td>• Minister of Communication (2011 – 2013)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Deputy Minister of Monitoring and Evaluation (2010 – 2011)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MEC of Sports and Recreation in Mpumalanga (2008 – 2009)</td>
</tr>
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<td></td>
<td></td>
<td>• MEC of Agriculture and Land Administration ( 2007 -2008)</td>
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<td></td>
<td></td>
<td>• MEC of Safety and Security (2005 – 2007)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Member of Mpumalanga Legislature (2004 – 2005)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Head of communication at Department of Agriculture and land affairs (2000 – 2004)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Head of Communication at department of Health and Social services (1996 – 2000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• An Educator at Mpumalanga Department of Education (1990-1993)</td>
</tr>
<tr>
<td>83</td>
<td>• N3 at Thuto Mthlae Technical College</td>
<td>• Parliamentary Liaison at Gauteng Department of Agriculture, Infrastructure and Social Development (2012 – 2019)</td>
</tr>
<tr>
<td></td>
<td>• Local government administration, UNISA, 1998</td>
<td>• Ordinary Councillor at City of Tshwane (2009- 2011)</td>
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<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
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<tr>
<td></td>
<td>Certificate on Public speaking, Percon (pty ltd), 1999</td>
<td>Member of the Mayoral Committee at City of Tshwane (2006-2009)</td>
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<tr>
<td></td>
<td>• Advanced Municipal Management Development programme, University of Pretoria, 2009</td>
<td></td>
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<td></td>
<td>• Ethics in public services, National School of Governance, 2018</td>
<td></td>
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<tr>
<td>84</td>
<td>• Honours Degree in Social Work, UNISA (current)</td>
<td>Member of Parliament (2014 -2019)</td>
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<td></td>
<td>• Certificate in Public Management (incomplete), Wits Business School</td>
<td>COSATU CEC member (2013-2014)</td>
</tr>
<tr>
<td></td>
<td>• Basic Qualification in child and youth care, at National Association of Child Care Workers, 2002</td>
<td>National Treasurer (2013-2014)</td>
</tr>
<tr>
<td></td>
<td>• Youth Worker at Ipelegeng youth development programme, 1993</td>
<td>Nehawu Provincial Treasurer (2009-2013)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provincial Treasure of COSATU Gauteng (2012 – 2014)</td>
</tr>
<tr>
<td></td>
<td>• Certificate of Typing at Neo Computype Academy</td>
<td>Speaker of Council at Madibeng local Municipality (2014 – 2016)</td>
</tr>
<tr>
<td>85</td>
<td>• Certificate of Merit for Communication Skills Programme at Upright Communication</td>
<td>Acting Executive Mayor at Madibeng local Municipality (2014)</td>
</tr>
<tr>
<td></td>
<td>• Certificate of Women in the Workplace at CBR Training</td>
<td>MMC at Madibeng local municipality (2012-2014)</td>
</tr>
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<td></td>
<td>• Certificate of South African Excellence Model Assessor at CBR Training</td>
<td>MMC at Madibeng local municipality (2011-2012)</td>
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<tr>
<td></td>
<td>• Certificate of South African Excellence Model Assessor at South African Excellent Foundation</td>
<td>MMC (2003 -2011)</td>
</tr>
<tr>
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<td>WORK EXPERIENCE</td>
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<tr>
<td></td>
<td>Diploma in Public Administration (not completed) at Southern Business School</td>
<td>Quality Control at Autocable (1982 -1984)</td>
</tr>
<tr>
<td></td>
<td>Certificate of Competence NQF level 6 at Mmalethabo Consulting</td>
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<tr>
<td>86</td>
<td>Bachelor of Arts Degree, University of Western Cape, 1990</td>
<td>Senior Vice President- Corporate Affairs at Net 1 Technologies (2013 -2015)</td>
</tr>
<tr>
<td></td>
<td>Certificate of Community Development at University of Cape Town, 1997</td>
<td>Member of Parliament (2002 -2013)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Management Team- Welfare Department at Western Cape Provincial Government (1994-1997)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Co-ordinator at Ikamva Labantwana Home based care (1989-1990)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Worker at SHAWCO (1991-1992)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>An Associate for the Southern African Liaison Office</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chairman of Mams Ladies football Club in Mamelodi Tshwane</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A member of the National Task Team on LGBTI</td>
</tr>
<tr>
<td></td>
<td>Non-Degree Purposes: Economics 1,2,and 3, 2009 - 2010</td>
<td>Part time project Coordinator for Special projects at Chris Hani Institute (2014 -2015)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
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<tr>
<td>1</td>
<td>Non Degree purposes: Mathematics Foundation, University of the Witwatersrand, 2007</td>
<td>Stakeholder Engagement Coordinator at Department of Mineral Resources (2013)</td>
</tr>
<tr>
<td></td>
<td>Post graduate Course: Special Topics in SA Foreign Policy, University of Witwatersrand, 2006</td>
<td>Adviser to the Presidency and International Relations Coordinator / Acting Head of the International Relations/ Fraternal Relations Unit at National Union of MineWorkers (2003-2012)</td>
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<tr>
<td></td>
<td>Postgraduate Diploma in Arts: (Masters Courses Without a Thesis), University of Witwatersrand 2000</td>
<td></td>
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<tr>
<td></td>
<td>Bachelor of Arts Degree: Honours in Industrial Sociology, University of Witwatersrand, 1999</td>
<td></td>
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<tr>
<td></td>
<td>Honours in Industrial sociology, University of Johannesburg, 1998</td>
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<tr>
<td></td>
<td>Non-degree course: Industrial Psychology 1 and 2, 1996</td>
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<tr>
<td></td>
<td>Bachelor of Arts, University of Durban Westville, 1991-1994</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA Honours, University of Potchefstroom, 2001</td>
<td>Special Advisor to the President of the Republic of SA (2010-2011)</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Commerce, North West University, 1991</td>
<td>Executive Mayor at Mafikeng Local Municipality (2006 – 2010)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Key Accounts Manager at Department of Justice and Constitutional Development (2002-2006)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior Training Officer at Department of Justice and Constitutional Development (1998- 20010)</td>
</tr>
<tr>
<td>NO.</td>
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<tr>
<td>90</td>
<td>PhD on Occupational Health and Safety, University of Free State (Second Year)</td>
<td>• Training Office at Department of Auditor General (1992-1994)</td>
</tr>
<tr>
<td></td>
<td>Masters of Business Administration (MBSA), MANCOSA (2010-2013)</td>
<td>• Self Employed at Gubevu Consultancy (01 May 2018- present)</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Education, University of Durban Westville (1996)</td>
<td>• Directorship: Road Infringement Agency (Chairperson of the HR Committee) (1 June 2018-March 2020)</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Arts, University of Durban Westville (1993-1995)</td>
<td>• Directorship: Ingwe TVET College (Chairperson of the Council) (1 October 2013 -31 October 2018)</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Education, University of Durban Westville (1996)</td>
<td>• University of Limpopo (Ministerial Appointee on the Council) (1 October 2017-31 March 2020)</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Arts, University of Durban Westville (1993-1995)</td>
<td>• Independent Development Trust (IDT) (Interim CEO 10 October 2017-30 April 2018)</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Education, University of Durban Westville (1996)</td>
<td>• Acting Deputy Director General: Corporate Services at National Depart of Human Settlements (October 2007-July 2009)</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Arts, University of Durban Westville (1993-1995)</td>
<td>• Chief Director at national Department of Human Settlements (March 2007-August 2012)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
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<tr>
<td>91</td>
<td>• National Diploma in Chemical Engineering, Vaal University of Technology</td>
<td>• Research Associate University of Johannesburg (2017-present)</td>
</tr>
<tr>
<td></td>
<td>• NHD-BTech in Chemical Engineering, Vaal University of Technology</td>
<td>• Research Associate North West University (2014-2017)</td>
</tr>
<tr>
<td></td>
<td>• M. Tech Degree in Environmental Management, Tshwane University of Technology</td>
<td>• Director at Waterpluswaste Consultancy and Projects (2010-2014)</td>
</tr>
<tr>
<td></td>
<td>• M.Eng Degree in Chemical Engineering, North West University</td>
<td>• Director at RTC Holdings (Pty) Ltd (2005-2007)</td>
</tr>
<tr>
<td></td>
<td>• PhD in chemical Engineering, University of the Witwatersrand</td>
<td>• Senior Systems Engineer at Lethabo Power Station (2002-2004)</td>
</tr>
<tr>
<td></td>
<td>• Post Doc Fellowship in Chemical Engineering, North West University</td>
<td>• Environmental Officer (2001-2002)</td>
</tr>
<tr>
<td></td>
<td>• Systems Engineer at Lethabo Power Station (1996-1999)</td>
<td>• Assistance Section Chemist at Lethabo Power Station (1994-1996)</td>
</tr>
<tr>
<td></td>
<td>• Educator at Tladi Technical High School (1982-1985)</td>
<td></td>
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<tr>
<td></td>
<td>• Bachelor of Science Honours Cell Biology, University of Cape Town in 1986</td>
<td></td>
</tr>
<tr>
<td>92</td>
<td>• Matriculation Exemption First Class at Thubelihle High School in 1982</td>
<td>• Managing Director at Msinsi Holdings (Pty)Ltd (2017 till date)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Science Microbiology, University of the North in 1985</td>
<td>• CEO at Magalies Water (2010-2015)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Science Honours Cell Biology, University of Cape Town in 1986</td>
<td>• General Manager Operations at Umgeni Water (2008 – 2010)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
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</tbody>
</table>
| 93  | Master of Science in Microbiology, University of Cape Town in 1989  
     | Advanced Business Programme, Durban University of Technology in 1995  
     | Master in Business Administration, University of KwaZulu Natal in 2000  
     | Post Graduate diploma Company Direction, Graduate Institute of Management in 2005 | General Manager at Magalies Water (2007 – 2007)  
     | Area Manager Operation at Magalies Water (2004-2007)  
     | Area Manager Operation at Umgeni Water (2002-2002)  
     | Works Manager Durban Height Plant at Umgeni Water (1995-2002)  
     | Graduate Trainee at Umgeni Water (1990-1993) |
| 94  | Matriculation with Exemption Certificate, Filidi High School in 1991  
     | National Diploma Electrical Engineering, Mangosuthu University of Technology in 1995  
     | Bachelor of Technology in Electrical Engineering, Durban University of Technology in 2004  
     | Master of Business Management and Administration, University of Stellenbosch in 2010  
     | Bachelor of Public Administration Honours, University of Stellenbosch in 2011  
     | Bachelor of Science Honours Technology Management, University of Pretoria in 2014  
     | Master of Public Administration, University of Stellenbosch in 2014  
     | Master of Science in Engineering Management, University of Pretoria in 2017 | Senior Manager Technical Infrastructure Services at South African Weather Services (2017 till date)  
     | Production Manager at Transnet Freight Rail, Isando (2002-2006)  
     | Project Manager (Coal Line) at Transnet Freight Rail, KZN (1998-2002)  
     | Engineering Assistant at Transnet Freight Rail, Vryheid (1995-1997)  
<p>| 93  | Matriculation Exemption First Class, Vukuzakhe High School in 1993 | Chief Defence Materiel (DDG) at National Department of Defence (2008 till date) |</p>
<table>
<thead>
<tr>
<th>NO.</th>
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<tr>
<td>94</td>
<td></td>
<td>General manager Logical Services at PetroSA (2006-2008)</td>
</tr>
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<td></td>
<td></td>
<td>Chief Operations Manager at Transnet Limited (2003-2006)</td>
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<tr>
<td>95</td>
<td>- B.Tech. Eng. Mechanical Engineering (Cum Laude), Cape Peninsula University of Technology in 2000</td>
<td></td>
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<tr>
<td></td>
<td>- MSc Maritime Transport (Suma Cum Laude) University of Antwerp, Belgium in 2006</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- MSc Transport Economics (Magna Cum Laude) University of Antwerp, Belgium in 2006</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Master of Business Administration (MBA), University of Cape Town, GSB 2008</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Master of Science in Engineering Mechanical, University of KwaZulu Natal in 2013</td>
<td></td>
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<tr>
<td></td>
<td>- Doctor of Philosophy Mechanical Engineering, University of KwaZulu Natal in 2017</td>
<td></td>
</tr>
<tr>
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<td></td>
<td>CEO- National Empowerment Fund (NEF) (2005- present)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chief Director at Department of Trade and Industry (2002-2004)</td>
</tr>
<tr>
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<td></td>
<td>Employed as the Minister Economic/Regional Director for Europe (2002-2004)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Counsellor Economic in France with Trade &amp; Investment South Africa (1997-2000)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior Analyst at South African Reserve Bank (1994-1995)</td>
</tr>
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<td></td>
<td></td>
<td>Planning Analyst in the Corporate Planning Division at Caltex Oil SA (1992-1993)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Worked on an industrial-based project for investment bank, Banque National de Paris (BNP) (1992)</td>
</tr>
<tr>
<td>96</td>
<td>- MBA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Management Advance Programme (MAP)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Diploma in Business Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regional Organiser, NUM NW, 1988 - 1991</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Special Project, NUM HQ, 1991 - 1992</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coordinator, NUM MP, 1993 - 1996</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
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<tr>
<td>97</td>
<td>- Diploma in Financial Management</td>
<td>• Coordinator, NUM GP, 1997 - 2004</td>
</tr>
<tr>
<td></td>
<td>- Diploma in Industrial Relations</td>
<td>• Secretariat Pillar Head, NUM HQ, 2005 - 2001</td>
</tr>
<tr>
<td></td>
<td>- Diploma in Management Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Diploma in Financial Management</td>
<td>• Events &amp; Project Management, 2001-2018</td>
</tr>
<tr>
<td></td>
<td>• ND Food Technology (TWR-1991)</td>
<td>• Factory Manager (Manufacturing- food and pharmaceutical ingredients), 1998-2000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Technical Marketing to Manufacturing Industry, 1994-1998</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Production Management, High Tech Food Factory, 1992-1994</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Retail Sales Assistant, 1988-1992</td>
</tr>
<tr>
<td>98</td>
<td>• BSC (Hon) Economics</td>
<td>• Human Rights Commissioner, SAHRC (2009-2016)</td>
</tr>
<tr>
<td></td>
<td>• M Education</td>
<td>• Head: International Relations, Parliament of South Africa (2006-2009)</td>
</tr>
<tr>
<td></td>
<td>• MA Economics</td>
<td>• Chief Executive Officer, SAHRC (1998-2005)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advisory to Deputy Minister- DTI (1997-1998)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Programme Officer- Presidency (RDP) (1994-1996)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Wigan Metropolitan Borough Council (UK) Economic Unit (Prior 1994)</td>
</tr>
<tr>
<td>99</td>
<td>• BA, Major Sociology and African Politics, UNISA</td>
<td>• ANC Regional Administrator- Southern Free State (1991)</td>
</tr>
<tr>
<td></td>
<td>• BA, Majority Sociology and African Politics, UNISA</td>
<td>• OFS Peace Committee, Head: Provincial Conflict Resolution Committee (1993-1994)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Member of the Provincial Service Commission, Member of the OFS University Council (1994-1999)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Member of the Public Service Commission (1999-2004)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mayor, Mangaung Local Municipality (2008-2011)</td>
</tr>
<tr>
<td>NO.</td>
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</tbody>
</table>
| 100 | Diploma- Secretarial and Office Administration, Sight & Sound Worldwide  
Diploma- Computers for Administration, CECS  
• Senior Manager(Acting), SASSA Head Office (2012-2016)  
• Manager: Intergovernmental & Stakeholder Relations, SASSA (2010-2011)  
• Project Manager, Youth Development Training for Western Cape Education Foundation (2009-2010)  
• Chief of Staff for WC MEC for Cultural Affairs and Sport (2008-2009)  
• Chief of Staff for WC MEC for Education (2005-2008)  
• Personal Assistant for WC MEC for Education (2004-2005)  
• Personal Assistant for WC MEC Social Services & Poverty Alleviation (2001-2004)  
• Admin Secretary for WC ANC (1998-2001)  
• Admin Secretary for WC MEC for Health & Social Services (1994-1998)  
• Office Administrator for The Call of Islam (1987-1990)  
• Admin Secretary for Wescreet Precast Concrete (1984) |
| 101 | PhD Leadership and Management, Logos University, Florida USA, 2016  
MBA Business Administration, Regent Business School, Johannesburg, 2014  
Advanced Banking Law, University of Johannesburg, 2006  
Management Advancement Programme: Business Administration, Wits Business School, 2002  
Principles in Business and Management, Wits Business School, 2001 | • Senior Manager, Faithfulness Business Enterprise (2006- current)  
• Branch Manager, First National Bank (2005-2006)  
• Branch Manager, African Bank (2002- 2005) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 102 | • Master Degree in Public Management, Technikon SA  
• Master Degree in Public Administration and Political Science (Cum Laude), University of Zululand  
• Doctor of Philosophy in Public Management and Governance, University of North West | • Manager, Human Resource Policy and Transformation (KZN-Social Development (2017-present)  
• Senior Manager, Human Resource Administration (KZN-Social Development (2008-2012)  
• Senior Manager, Amajuba District, (KZN- Social Development, 2012-2013)  
• Manager, Human Resource Development (KZN-Social Development, 2003-2008)  
• Manager, Auxiliary Services (Administration Section, 2013)  
• Manager, General Manager’s Office (KZN-Social Development, 2013-2017)  
• Acting Senior Manager, HRD (KZN-Social Development, 2006-2008)  
• Assistant Director, HRD (KZN – Social Development, 2001) |
| 103 | • PhD in Philosophy UCT  
• Master’s Degree in Social Science UCT  
• Higher Diploma in Social UWC  
• Diploma in Social Work UWC  
• Diploma in Personnel Management Damelin College | • Consultant Welfare Management in Swaziland for the ILO and EU (2017 – present)  
• Consultant Social Security Expert at the ILO Training Centre in Italy (2016 – 2018)  
• Consultant Social Security expert for ISSA Head Office (2016)  
• Consultant Social Security expert for Economic Policy Research Institute in Bangladesh and Nigeria  
• CEO SASSA (2011-2016)  
• Executive Manager (DDG) Independent Tribunal for Social Assistance Appeals (2010-2011)  
• Lecturer UCT Department of Social Development  
• DG, Acting DG, & DDG Western Cape provincial government (2006-2009)  
• Superintendent-General (DG) Social Development Western Cape (1995-2006) |
<table>
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<tr>
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<th>WORK EXPERIENCE</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>• Coordinator (DDG) Strategic Management Team Social Services Western Cape (1994-1995)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior Social Worker Association for the Physically Disabled Western Cape (1991-1993)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Senior Industrial Social Worker SACTWU (1985-1991)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Branch Manager NICRO (1983-1985)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hotel Manager Earls Court in London (1982-1983)</td>
</tr>
<tr>
<td>104</td>
<td>Organising Diploma, Ambassador Training &amp; Development</td>
<td>• Deputy General Secretary COSATU</td>
</tr>
<tr>
<td></td>
<td>Certificate in Dispute Resolution Procedures, Education Labour Relations Council</td>
<td>• Provincial Organizer SADTU North West</td>
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<tr>
<td></td>
<td>Various business leadership diplomas with the Eden College of Braamfontein</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project management, in 2015, UNISA</td>
<td>• Office Of the President (2008)</td>
</tr>
<tr>
<td></td>
<td>Change Management, in 1999, University of Pretoria</td>
<td>• Director Administration in Office of the Minister Of Correction Service (1999-2007)</td>
</tr>
<tr>
<td></td>
<td>Communications, in 1998, Damelin College</td>
<td>• Private Secretary to Minister of Sport and Recreation (1994-1999)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• PA at Consultative Business Movement (1991-1992)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Field worker of Operation Hunger in 1991</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Secretary to Deputy Director at Operation Hunger (1981-1990)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
</tr>
<tr>
<td>-----</td>
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</tr>
</tbody>
</table>
| 106 | LLB incomplete, University of the North (1993-1998)  
Certificate Minerals and Mining, University of the North (2004)  
Deputy Law Administration, Department of Roads and Transport, Limpopo (2008-2014)  
Deputy Director Spokesperson, Department of Public Works Limpopo (2005-2007)  
Certificate Public Administration, UKZN  
Certificate Development Management, UP  
Degree Public Administration (2017)  
Certificate Public Administration, UKZN  
Certificate Development Management, UP  
Degree Public Administration (2017)  
Honours Public Administration, MANCOSA | Mayor, City of Durban (2001-2016) |
| 108 | Bachelor of Science (BSC), Swaziland  
Concurrent Diploma in Education (CDE), Swaziland  
Master of Science (MSC), Zimbabwe | Founder and Director MP Makhubu Consultancy Pty Ltd (2017-2019)  
Director and member of Turquoise Moon Pty Ltd (2004-2019)  
One of the founding members and CEO of Emtateni Investments Holdings Pty Ltd (1998-2010)  
Founder and Managing Director of Zwakala Construction CC (1997)  
Founder and Managing Director of Umkhumbane Cleaning Services CC (1996)  
Marketing Manager of College of Open Learning (COLESA), Milpark, Johannesburg (1995) |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
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</table>
| 109 | Bachelor of Arts, 1986-1988  
Certificate in Board Leadership Core Programme, GIBS, 2015  
Certificate of Attendance in Mining Social Labour Plan, Global Prospectus, 2013  
Certificate in Higher Education Leadership and Management, Cum Laude  
Certificate in Project management, University of Venda, 2007  
Certificate Higher Education Research Society, HERS-SA Academy, 2006  
Certificate in Recruitment, Selection and Employment Equity, University of Pretoria, 2001  
Certificate in Effective Governance Course: Gender and good governance, University of Pretoria, 2001  
Postgraduate Diploma in Economic Policy and Finance, London School of Economics (one module to be completed in 2019)  
Masters in Business Administration (MBA), Regent Business School, 2016  
Advanced Management Programme (NQF 6), North-West University, 2006  
Community Development Practitioner, Khanya College, 2000 | Founder and Managing Director of Centre of Rural Technical Education (1992-1994)  
35 years of Experience in Education  
15 years as an Educator, 15 in Higher Education  
5 years as a full Professor of Educational Management  
3 years as Dean of School of Education  
6 years as a Consultant |
| 110 | | Chair of Chairs at North West Provincial Legislature (2016-2019)  
PEC Member (2017-2018)  
Member of the National Parliament of SA, Portfolio of Health, (2014-2016)  
Manager in the Office of the Executive Mayor (JB Marks Municipality) (2006-2014)  
Labour Relations Manager, JB Marks Municipality (2004-2006) |
<table>
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<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Certificate in Adult Based Education and Training, UNISA, 1996</td>
<td>• Chief Community Liaison Officer (2002-2004)</td>
</tr>
<tr>
<td></td>
<td>• Completed Dramatic Art Diploma, 1990-1990</td>
<td>• Provincial Secretary, SAMWU (2000-2002)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Social Science, Rhodes University, 1996</td>
<td>• Provincial Education Officer, SAMWU (1997-2000)</td>
</tr>
<tr>
<td>111</td>
<td>• Bachelor of Social Science, Rhodes University, 1995</td>
<td>• Project Manager and Facilitator, Siphumelele Literacy Project (1993-1995)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Social Science, Rhodes University, 1994</td>
<td>• Special Advisor to the Speaker of National Assembly, (2015-2019)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Arts, Rhodes University, 1994</td>
<td>• Special Advisor to the Premier, (2011-2015)</td>
</tr>
<tr>
<td></td>
<td>• Bachelor of Social Science, Rhodes University, 1993</td>
<td>• SA Ambassador to the Republic Of Angola ( 2005-2009)</td>
</tr>
<tr>
<td></td>
<td>• Grade 12, 1966-1969</td>
<td>• SA Ambassador to the People’s Republic of China (2001-2005)</td>
</tr>
<tr>
<td></td>
<td>• Diploma in Offset Litho Printing, London College of Printing, University of London, 1989</td>
<td>• SA Ambassador to the Kingdom of Denmark and Iceland (1997-2001)</td>
</tr>
<tr>
<td></td>
<td>• Matric (Grade 12) Isibonelo High School,</td>
<td>• Senior clerk for Bantu Affairs in Durban and KwaMashu (1971-1976)</td>
</tr>
<tr>
<td></td>
<td>• Two years of BA with University of Fort Hare, Alice, 1971-1972</td>
<td></td>
</tr>
<tr>
<td>112</td>
<td>• Deputy Chairman of the Advisory Committee on National Orders</td>
<td>• Chair of Phuthuma Nathi and Multichoice, SA Holdings (2006)</td>
</tr>
<tr>
<td></td>
<td>• Programme Director, SABC (1998-1999)</td>
<td>• Chairperson of Independent Communications Authority of SA (1999-2005)</td>
</tr>
<tr>
<td>NO.</td>
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</table>
| 113 | Management Advanced Programme, University of Witwatersrand, 2005  
     | Post graduate qualifications in Management Practice, Rhodes University, 1999  
     | B. Juris and LLB degrees, University of Transkei, 1987-1989  
     | Blythswood Institution, 1984 | English Teacher at Inhlakanipho High School, KwaMashu (1973-1975)  
     | CEO at National Heritage Council (2004 to date)  
     | Manager Gambling, Lotteries and Liquor Regulating Office at Department of Trade and Industry (2000-2002)  
     | Chairperson, Education Portfolio Committee (MPL), Eastern Cape Provincial Legislature (1999-2000)  
     | Member of the Public Accounts Standing Committee (MPL) Eastern Cape Provincial Legislature (1994-1996)  
     | Chairperson of Transport Study Group, Eastern Cape (1994-1996)  
     | Member of Executive Council (MEC), Sports, Arts and Culture, Eastern Cape Provincial Government (1996-1999)  
     | Chairperson, Youth Affairs Portfolio Committee (MPL), Eastern Cape Provincial Legislature (1994-1996)  
     | Legal Advisor, Umthatha Advice Centre (1992-1994)  
     | ANC Monitoring Co-ordinator ((1993-1994)  
     | Accident Claims Officer, Department of Transport, Transkei Government (1989-1990)  
     | Clerk at TEBA (1986-1987) |
| 114 | MA Public Administration, University of Pretoria, 2001-2002  
     | BA Hons Sociology, University of Durban Westville, 1993-1994  
     | BA Social Sciences, University of KwaZulu Natal, 1988-1991  
     | Pupil Nurse, Piet Rietief Hospital, 1980-1983 | Director: Global Governance and vulnerable Groups (June 2019-current)  
     | Director, Foreign Services for East African Community, Department of International Relations & Cooperation (2008-2011)  
<pre><code> | Director, Training and Skills Development, National Department of Housing (2005-2008) |
</code></pre>
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
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</table>
• Assistant Director, Community Liaison, National Department of Health (1999-2001)  
• Chief Community Liaison Office, RDP Programme, Mvula Trust (1996-1998)  
• Trainee Manager, Durban Metro (1994-1995)  
• Researcher, Centre for Health & Social Studies (CHESS), University of Natal (Durban) (1993-1994)  
• Part-time Lecturer, Zulu for Medics, Sociology and Public Health, Nelson R. Mandela School of Medicine (1993-1994)  
• Enrolled Nurse, McCord Nurse (1983-1993) |
| 115 | Bachelor of Science majored in Chemistry and Biology, The National University of Lesotho (ROMA), 1985 | • Entrepreneuer (Director), Uptown Trading 69 (2015-2018)  
• General Manager, Mcunu’s Enterprises/Entrepreneur (2000-2014) |
| 115 | Matric, Christ The King School (ROMA) | • Sales Manager-International and Local clients (NTP), Nuclear Energy Corporation of South Africa (NECSA) (2000)  
• Sales Executive, South African Breweries (SAB) (1995-1996)  
• Account Executive, South African Broadcasting Corporation (1994)  
• Medical Sales Consultant, Abbott Laboratories (1989-1993) |
| 116 | BA Degree in Public Admin & communication, University of South Africa, 2010  
• Gauteng Provincial Legislature (2012-2014) |
<table>
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<td></td>
<td></td>
<td>• Gauteng Department of Housing, Local Government and Traditional Affairs Department (2010-2012)</td>
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<td></td>
<td></td>
<td>• Manager at Mogale city Local Municipality (2008-2010)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MMC &amp; Salga Infrastructure Sub Committee chairperson WRDM (2006-2008)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ward Cllr and Portfolio Head at West Rand District Municipality (2000-2006)</td>
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<td></td>
<td></td>
<td>• Gold and Coal Mines Work Experience (1976-1999)</td>
</tr>
<tr>
<td>117</td>
<td>• Ph.D (Clinical Psychology), University of Cape Town, 1999</td>
<td>• Senior Lecturer, University of the Witwatersrand (1998-2000)</td>
</tr>
<tr>
<td></td>
<td>• M.Phil- clinical Psychology (British Council Schola), University of London, 1972</td>
<td>• Chief Director, Public Service Commission, Government of SA (1995-1997)</td>
</tr>
<tr>
<td></td>
<td>• B.Sc. Hon. (Psychology), University of South Africa, 1969</td>
<td>• Doctor candidate, Department of Psychology, University of Cape Town (1993-1998)</td>
</tr>
<tr>
<td></td>
<td>• Ford Foundation Fellow, Refugee Studies programme, University of Oxford (1994)</td>
<td>• Senior Lecturer, University of Ghana medical School, Ghana (1986-1991)</td>
</tr>
<tr>
<td></td>
<td>• Senior Manager Corporate Communications at Limpopo Tourism &amp; Parks (2004-2007)</td>
<td>• Lecture, Clinical Psychologist, University of Ghana Medical School, Ghana (1973-1986)</td>
</tr>
<tr>
<td>118</td>
<td>• National Matric certificate</td>
<td>• Marketing and Sales at Nashua, Pretoria (2001-2003)</td>
</tr>
<tr>
<td></td>
<td>• Management advance program, Wits University</td>
<td>• Executive Director at Open learning group (1998-2000)</td>
</tr>
<tr>
<td></td>
<td>• Mining Management Certificate</td>
<td>• Manager Corporate Communications at SA Rail Commuter Corporation (1997-1998)</td>
</tr>
<tr>
<td></td>
<td>• Advanced diploma in Public Policy Management &amp; development</td>
<td>• Military Intelligence-(major) Public relations officer/communication at South African National Defence Force (1994-1996/7)</td>
</tr>
<tr>
<td></td>
<td>• Communication Science &amp; practice certificate</td>
<td>• National Organizer at ANC Department of Arts &amp; culture (1990-1993)</td>
</tr>
<tr>
<td></td>
<td>• Post graduate Diploma in public policy management &amp; development</td>
<td>• Advanced diploma in Public Policy Management &amp; development</td>
</tr>
<tr>
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</table>
| 119 | • Post graduate diploma in Management (currently studying), 2017  
     • Diploma Certificate in public Management, Wits governance School, 2016  
     • Certificate in Economics, University of Cape Town, 2010  
     • CPMD, Wits Governance School, 2009  
     • Further Diploma in Education, University of Pretoria, 2001  
     • Diploma in Education (Rand Afrikaans, 1999  
     • Local Government, Eastern Cape (1999-2009)  
     • KZN Department of Education – deputy principal (1991-2001)  
     • Department of Education, Eastern Cape (Educator) (1976-1988) |
| 120 | • Post Graduate Diploma in Human Settlement, Nelson Mandela University, 2018  
     • Post Graduate Diploma in Management of Governance and Public Leadership, University of the Witwatersrand, 2015  
     • Bachelor of Education, University of Limpopo, 1991  
     • Bachelor of Arts, UNISA, 1986  
     • Diploma in Clothing Construction, University of Pretoria, 1995  
     • Senior Secondary Teachers Certificate, Lennox Sebe Training College, 1980  
     • Junior Secondary Teachers certificate, Lovedale Training College, 1976 | • Member of Parliament of South Africa (2014-2019)  
     • Mayor of Aganang Local Municipality (2001-2011)  
     • Campus Manager at Capricorn FET College (2004-2006)  
     • Circuit Manager at Kone-kwena Area Office (2000-2003)  
     • Acting Rector at Bochum College of Education (1996-1999)  
     • Vice Rector at Bochum college (1994-1995)  
     • HOD at Bochum college (1990-1992)  
     • HOD at Karabi High School (1987-1989)  
     • Lecture at Mokopane College of Education (1986) |
<p>| NO. | QUALIFICATION                                                                 | WORK EXPERIENCE                                                                 |
|-----|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---|
|     |                                                                               | • Home Economic Subject Advisor at Highveld Region Dept. of Education (1984-1985) |   |
|     |                                                                               | • Examiner at Department of Education (1982-1994)                              |   |
|     |                                                                               | • Educator at Naledi High School (1976-1983)                                   |   |
|     |                                                                               | • Educator at Rutegang Primary School (1973)                                   |   |
| 121 | • Postgraduate Diploma in Governance and Public Leadership, Wits School of Governance, 2019 | • Chairperson of Committees at Northern Cape Provincial Legislature (2013-2019) |   |
|     | • Certificate in Advance Governance and Public Leadership, Wits School of Governance, 2017 | • Director at Department of Agriculture, Land Reform and Rural Development (2006-2013) |   |
|     | • MPhil, University of Western Cape, 2004                                      | • Deputy Director at Department of Housing and Local Government Chairperson at Provincial Youth Commission (2000-2004) |   |
|     | • Higher diploma in Education, University of Cape Town, 1989                   | • Principal Planner at Department of Land Affairs (1996-2000)                   |   |
|     | • Bachelor of Arts, University of Cape Town, 1986-1988                        | • Teacher at Weslaan Secondary School (1991-1996)                               |   |
|     |                                                                               | • Teacher at Salt River Secondary School (1990-1991)                            |   |
| 122 | • M.A Hon in English, University of Potschefstroom                             | • Senior Programme Manager at Trans Caledon Tunnel authority (2012-2017)        |   |
|     | • BA Hon in Sociology, University of the North                                 | • Program Manager at DBSA (2011-2012)                                          |   |
|     | • BA in English and Sociology, University of the North                         | • DDG at Department of Health (2006-2009)                                       |   |
|     | • Certificate in the Management of Mines and Mineral Policy, University of the Witwatersrand | • Chief Operations Manager at Eskom (2003-2005)                                 |   |
|     |                                                                               | • Investment Coordinator at DBSA (2002-2002)                                    |   |
|     |                                                                               | • Assistant Director at Economic Affairs (1999-2002)                            |   |
|     |                                                                               | • Environmental Officer at Mpumalanga Provincial Government (1996-1999)         |   |
|     |                                                                               | • Junior Lecturer at University of the North (1994-1996)                        |   |
|     |                                                                               | •                                                                                |   |</p>
<table>
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<tr>
<th>NO.</th>
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<tr>
<td>123</td>
<td>• Law Degree</td>
<td>• Worked at Angelo America</td>
</tr>
</tbody>
</table>
| 124 | • Master in Education, Sofia University, Bulgaria, 1987  
• BA in Education, Sofia University, Bulgaria, 1985 | • Diplomatic career (2005-2017)  
• Head of Ministry at Department of Transport (2004-2005)  
• Head of Ministry, Department of Public Enterprises (2002-2004)  
• Voluntarily work, promoting the South African Agenda (1996-1988)  
• Promoting and Public Relations and Marketing for Government clients at Mercedes-Benz (1998-2001)  
• Capital Radio-Port St Johns, Eastern Cape (1979-1981)  
• Educator at Solomon Mahlangu Freedom College (1981-1983)  
• Community work for the ANC in exile at Dakwa Development Centre, Tanzania (1981-1983)  
• Regional Education Officer for ANC in Zambia and Zimbabwe (1989-1992) |
| 125 | • Hons. Public Administration, University Of Stellenbosch, 2005  
• National Diploma in Public Management, University of Cape Town, 2001  
• Matric at Paulus Joubert Secondary, 1987 | • Head Strategic Planning, Monitoring & Evaluation at Ngwathe Local Municipality (2018 –to date)  
• Manager IDP/PMS/ Office Municipal Manager at Vrede-Phumelela Local Municipality (2014-2017)  
• Manager IDP/Community Development and Public Participation at Breede Valley Municipality (2010-2014)  
• Manager Institutional Support at Stellenbosch Municipality (2006-2009)  
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Member of Umkhonto We Sizwe (Ashley Kriel Detachment) (1988-1994)</td>
</tr>
<tr>
<td>126</td>
<td>• Post Graduate of Political Science at Rand Afrikaans University</td>
<td>Chief of Staff and Ministerial/Parliamentary Affairs at South African Social Security Agency (2007-2010)</td>
</tr>
<tr>
<td></td>
<td>• Diploma in Public &amp; Development Management at Wits Business School</td>
<td>Advisor/Spokesperson at the Department of Public Works (2005-2008)</td>
</tr>
<tr>
<td></td>
<td>• Matric</td>
<td>Coordinator in Research Unit at ANC (1998-2004)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deputy Editor for Mayibuye Journal at ANC (1993-1997)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transformation Advisor at Environmental Development Agency (1990-1992)</td>
</tr>
<tr>
<td>127</td>
<td>• BA (Law) at University of Stellenbosch</td>
<td>Consultant Attorney (Present)</td>
</tr>
<tr>
<td></td>
<td>• LLB at University of Stellenbosch</td>
<td>Currently serve on the Executive committee of the Balule nature Reserve (Present)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Member of Parliament (2014-2019)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MEC(Sport, Education &amp; Health) for the Western Cape Provincial Government (1988-2002)</td>
</tr>
<tr>
<td>128</td>
<td>• Bachelor of Commerce at University of the North (Limpopo)</td>
<td>Senior Manager: Corporate Services at Construction Education Training Authority (August 2019 to date)</td>
</tr>
<tr>
<td></td>
<td>• Course in fundamentals of Banking &amp; Risk Management (NQF L5) at UNISA</td>
<td>Senior Manager: Provincial Operations at Construction Education Training Authority (2017-2019)</td>
</tr>
<tr>
<td></td>
<td>• Programme in Banking (NQF L6) at UNISA</td>
<td>Limpopo Province Manager at Construction Education Training Authority (2012-2017)</td>
</tr>
<tr>
<td></td>
<td>• Currently doing Masters in Technology in Leadership at Wits University</td>
<td>Acting Specialist: contract Management Unit at Construction Education and Training Authority (2017)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Acting Gauteng Provincial Coordinator at Construction Education and Training Authority (2015-2016)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stakeholder Management and Liaison at Ministry of Higher Education and Training (2011-2012)</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
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<td>------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>129</td>
<td>• Doctor of Philosophy, University of Johannesburg, 2012</td>
<td>• Stakeholder and Media Liaison Officer at Limpopo Legislature (2010)</td>
</tr>
<tr>
<td></td>
<td>• Masters in International Law and Settlement of Disputes, United Nations University for Peace, 2004</td>
<td>• Deputy Chairperson at Limpopo Youth Commission (2004-2008)</td>
</tr>
<tr>
<td></td>
<td>• B Juris, University of Transkei, 1994</td>
<td>• Community Liaison Officer at Department of Health and Social Welfare (2004)</td>
</tr>
<tr>
<td></td>
<td>• CEO of Revelation Luggage &amp; Leather (2014-to date)</td>
<td>• Lecture at University of Johannesburg</td>
</tr>
<tr>
<td></td>
<td>• Managing Member at Leungo Construction Enterprise CC (2006 to date)</td>
<td>• Director at Department of Trade &amp; Industry (2005-2014)</td>
</tr>
<tr>
<td></td>
<td>• LLB, University of Cape Town, 1992-1993</td>
<td>• Fulltime Lecturer at Damelin (current)</td>
</tr>
<tr>
<td>130</td>
<td>• BA, University of Cape Town, 1989-1990</td>
<td>• National Manger at law Society of South Africa</td>
</tr>
<tr>
<td></td>
<td>• LLB, University of Cape Town, 1992-1993</td>
<td>• Legal Analysts at SABC Radio Stations (1996-to date)</td>
</tr>
<tr>
<td></td>
<td>• Managing Member at Leungo Construction Enterprise CC (2006 to date)</td>
<td>• Part time Lecturer at University of Potchefstroom</td>
</tr>
<tr>
<td></td>
<td>• Municipal Manager at Ratlou Local Municipality (2001-2006)</td>
<td>• Provincial Capacity Development Co-ordinator (1997-2001)</td>
</tr>
<tr>
<td></td>
<td>• Managing Member at Leungo Construction Enterprise CC (2006 to date)</td>
<td>• Law clinic Professional Assistant (1996)</td>
</tr>
<tr>
<td></td>
<td>• LLB, University of Cape Town, 1992-1993</td>
<td>• Seconded to CHESP as a Project leader for Legal Service Providers at the University of Transkei Community Higher Education Services Partnership (2000-2001)</td>
</tr>
<tr>
<td></td>
<td>• Municipal Manager at Ratlou Local Municipality (2001-2006)</td>
<td>• Seconded to CHESP as a Project leader for Legal Service Providers at the University of Transkei Community Higher Education Services Partnership (2000-2001)</td>
</tr>
<tr>
<td></td>
<td>• Managing Member at Leungo Construction Enterprise CC (2006 to date)</td>
<td>• Seconded Secondment – Oxfam Funders – Advisor in Design Team (1998)</td>
</tr>
<tr>
<td></td>
<td>• LLB, University of Cape Town, 1992-1993</td>
<td>• Seconded to the Joint Forum for the University of the Transkei (2001)</td>
</tr>
<tr>
<td>NO.</td>
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<td>WORK EXPERIENCE</td>
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</tr>
<tr>
<td></td>
<td>Master of Science, University of Witwatersrand, 2018-2019</td>
<td>Provincial Youth Commissioner, Premier’s office, North West Province (1996-1999)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provincial Constitutional Training Manager, North West (1995-1996)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Youth Development Officer at Department of Youth Affairs, North West (1994)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Investigation Officer at Independent Electoral Commission (1991)</td>
</tr>
<tr>
<td>131</td>
<td>Diploma in Labour Law, Technikon North West, 2002</td>
<td>Administrative Secretary at Huhudi Civic Association (1991)</td>
</tr>
<tr>
<td></td>
<td>Matric</td>
<td>Regional Education Secretary at COSATU (1991)</td>
</tr>
<tr>
<td>132</td>
<td>Master’s in Public Administration, University of the Western Cape, 2000</td>
<td>Group Manager at MAN Automotive (SA) Propriety Limited (2019 to date)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human Resources Coordinator (Generalist) at MAN Automotive (SA) Propriety Limited (2005-2008)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chief Director: Corporate Services, The Presidency (2017 to date)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Acting Deputy Director General: Corporate Management (Sep 2015-Jan 2016, May 2016-May 2017, May 2018-Sep 2018)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chief Director, Department of Military Veterans (2014)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director protocol, The Presidency (2008-2014)</td>
</tr>
<tr>
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<td>1</td>
<td></td>
<td>• Deputy Director Protocol, The Presidency, (2001-2008)</td>
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<td>• Head: Human Resources and Corporate Services, Department of Correctional Services (1999-2001)</td>
</tr>
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<td></td>
<td></td>
<td>• Office Manager, Department of Correctional Services (1998-1999)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Assistant director, Department of Correctional Services (1998)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Head of Administration: Parliamentary Office, (1997)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Admin Office, Parliamentary office (1994-1997)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Registration Clerk (1987-1993)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Correctional Officer: Custodial Services (1986-1987)</td>
</tr>
</tbody>
</table>
| 133 | • Certificate/Diploma Wharton Economic Leadership Development  
     |     • Degree BSOCSC | • Research Assistance; ILRIG |
|     |              | • Voter Education Coordinator |
|     |              | • National Organiser; ANC |
|     |              | • Head of Political Education |
|     |              | • Ambassador to Cuba; DIRCO |
|     |              | • Manager; ANC |
| 134 | • BComt, UNISA | • Member of Parliament (1999 – 2019) |
|     |              | • Chairperson of Standing Committee (2004 – 2009) |
|     |              | • Chairperson of Correctional Services (2009 – 2014) |
|     |              | • Chairperson ANC Caucus Finance and Administration Committee (2014 – 2019) |
|     |              | • Chairperson of Adhoc Committee |
| 135 | • Bachelor of Social Science  
     |     • BA Honours Economics  
     |     • Masters in Economics  
<pre><code> |     • PhD in Economics | • Professor; School of Public Management, Governance and Public Policy (Jan 2019) |
</code></pre>
<p>|     |              | • Director of Parliamentary Budget Office (2013 – 2018) |
|     |              | • Divisional Executive: Policy and Integration |
|     |              | • Associate Professor in Graduate School of Public Development |
|     |              | • Head: Policy, Strategy and Research and Chief Economist |</p>
<table>
<thead>
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<tr>
<td>136</td>
<td>• Masters in Law in International Law</td>
<td>• Deputy Director General; Limpopo Provincial Government</td>
</tr>
<tr>
<td></td>
<td>• Masters in Public and Development Management</td>
<td>• Director and Management Consultant; Sonke Consulting (2002 – 2006)</td>
</tr>
<tr>
<td></td>
<td>• BA Social Science</td>
<td>• Africa Coordinator &amp; Consultant; International Human Rights Law Group</td>
</tr>
<tr>
<td></td>
<td>• Executive Director (1998 – 2001)</td>
<td>• Organiser and Education Officer; NUM (1990 – 1991)</td>
</tr>
<tr>
<td></td>
<td>• Africa Coordinator &amp; Consultant; International Human Rights Law Group</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Board Member; National Development Agency (2008 – 2010)</td>
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<tr>
<td></td>
<td>• International Fund for Women Empowerment (2018 – Present)</td>
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<tr>
<td></td>
<td>• Chairperson of Standing Committee of Local Government, WC Legislature Member (1999 – 2009)</td>
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<tr>
<td></td>
<td>• MEC for Social Development, WC</td>
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<tr>
<td></td>
<td>• MEC for Public Works and Transport, WC</td>
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</tr>
<tr>
<td></td>
<td>• High Commissioner of RSA to Australia</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Member of Parliament (1994 – 2019)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Deputy Minister of Human Settlement (2009 – 2019)</td>
<td></td>
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<tr>
<td>137</td>
<td>• Bachelor of Arts (Incomplete 1983)</td>
<td>• Research Administrator; Foundation for Research (1987 -1989)</td>
</tr>
<tr>
<td></td>
<td>• Diploma in Community Adult Education Program</td>
<td>• Founder &amp; Executive Director; Ilitha Labantu (1989 – Present)</td>
</tr>
<tr>
<td></td>
<td>• Diploma Human Resources</td>
<td>• Consultant; Department of Agriculture (2006 – 2008)</td>
</tr>
<tr>
<td></td>
<td>• Board Member; National Development Agency (2008 – 2010)</td>
<td></td>
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<tr>
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<td>• International Fund for Women Empowerment (2018 – Present)</td>
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<td></td>
<td>• Nation to Nation Networking ( 2017 – Present)</td>
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<tr>
<td>138</td>
<td>• Bachelor of Arts</td>
<td>• ANC Administrator; Provincial Office (1992 – 1994)</td>
</tr>
<tr>
<td></td>
<td>• Diploma in Education</td>
<td>• Arena Manager at IEC</td>
</tr>
<tr>
<td></td>
<td>•</td>
<td>• Chairperson of Standing Committee of Local Government, WC Legislature Member (1999 – 2009)</td>
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<tr>
<td></td>
<td>• B. Soc, UCT (Incomplete)</td>
<td>• MEC for Social Development, WC</td>
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<td></td>
<td>• B. Soc Human Resource Management (Incomplete)</td>
<td>• MEC for Public Works and Transport, WC</td>
</tr>
<tr>
<td></td>
<td>• B.Com Honours</td>
<td>• High Commissioner of RSA to Australia</td>
</tr>
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<td></td>
<td>• Cohorts 5, Executive Business Management</td>
<td></td>
</tr>
<tr>
<td>139</td>
<td>• B. Soc Human Resource Management (Incomplete)</td>
<td>• Accounting Teacher; Department of Education (1990)</td>
</tr>
<tr>
<td></td>
<td>• B. Soc, UCT (Incomplete)</td>
<td>• Bookkeeper; ANC</td>
</tr>
<tr>
<td></td>
<td>• B. Soc Human Resource Management (Incomplete)</td>
<td>• Internal Auditor; ANC (2000 – 2002)</td>
</tr>
<tr>
<td></td>
<td>• B. Soc Human Resource Management (Incomplete)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• B.Com Honours</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Cohorts 5, Executive Business Management</td>
<td></td>
</tr>
<tr>
<td>140</td>
<td>• Bachelor of Administration</td>
<td>• Accounting Teacher; Department of Education (1990)</td>
</tr>
<tr>
<td></td>
<td>• Honours in Administration</td>
<td>• Bookkeeper; ANC</td>
</tr>
<tr>
<td></td>
<td>• Advanced Diploma in Management</td>
<td>• Internal Auditor; ANC (2000 – 2002)</td>
</tr>
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<tr>
<td></td>
<td>• Post grad diploma in Public Policy Management</td>
<td>• Director Management Accounts; Dept of Social Services (2002 – 2004)</td>
</tr>
<tr>
<td></td>
<td>• Nonprofit Financial Stewardship</td>
<td>• Director Management Accounts; Dept of Health &amp; Social Services (2004 – 2005)</td>
</tr>
<tr>
<td></td>
<td>• MBA</td>
<td>• Finance Manager; ANC (2005 – Current)</td>
</tr>
<tr>
<td></td>
<td>• Bachelors of Science</td>
<td>• Board Member; Disaster Relief Fund (2018 – Present)</td>
</tr>
<tr>
<td></td>
<td>• MBA</td>
<td>• Audit Committee; Dept of Social Development (2018 – Present)</td>
</tr>
<tr>
<td></td>
<td>• Bachelors of Science</td>
<td>• CEO, State IT Agency (SITA) (2003 – 2007)</td>
</tr>
<tr>
<td></td>
<td>• MBchB</td>
<td>• Management of Transvaal HR Systems and Financial Management</td>
</tr>
<tr>
<td></td>
<td>• Regulation of Utilities and Monopolies</td>
<td>• CEO, SANParks (1997 – 2003)</td>
</tr>
<tr>
<td></td>
<td>• Finance for non-financial Managers</td>
<td>• CEO, SA Tourism (1994 – 1996)</td>
</tr>
<tr>
<td></td>
<td>• PhD in Philosophy (to be completed 2020)</td>
<td>• CEO, Oliver &amp; Adelaide Tambo Foundation (2011 – 2015)</td>
</tr>
<tr>
<td>141</td>
<td>• Bachelors of Science</td>
<td>• Director, Corplan (1989 – 1992)</td>
</tr>
<tr>
<td></td>
<td>• MBA</td>
<td>• Programme Manager, Institute for Local Government &amp; Development (1993 – 1994)</td>
</tr>
<tr>
<td></td>
<td>• MBchB</td>
<td>• Chief Director, Office of the President, Reconstruction and Development Programme (1996 – 1999)</td>
</tr>
<tr>
<td></td>
<td>• Regulation of Utilities and Monopolies</td>
<td>• Director General, Dept of Environmental Affairs and Tourism (1999 – 2005)</td>
</tr>
<tr>
<td></td>
<td>• Finance for non-financial Managers</td>
<td>• CEO, Lereko Energy ( 2006 – 2008)</td>
</tr>
<tr>
<td>142</td>
<td>• Bachelors of Science</td>
<td>• Managing Director, Communications Firm, 2016 - Current</td>
</tr>
<tr>
<td>NO.</td>
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</tbody>
</table>
| 150 | • Professional Certificate in Government Communication & Marketing  
• Regulation of Utilities and Monopolies  
• Management Advancement Programme  
• Certificate in Handling Media | • Spokesperson to the President, 2015  
• Deputy Directo-General, GCIS, 2013  
• Chief Director, Spokesperson for Ministry in the Presidency for Performance, Monitoring and Evaluation, 2009 - 2013  
• Chief Director, GCIS, 2008  
• Senior Communications Officer, GCIS, 2000, 2001  
• Director, GCIS, 2006 |
| 150 | • Diploma Marketing & Business Management  
• Bcomm,  
• Women in Leadership | • Executive Director, Mix Marketing Agency, 2018 - Current  
• Economic Development Project Manager, EC Socio Economic Consultative Council, 2015 - 2016  
• Local Economic Development Manager, EC Socio Economic Consultative, 2012 - 2015  
• Regional Officer, IDC, 2007 - 2008 |
| 151 | • MBA  
• Management Advancement Programme  
• Diploma in Business Management  
• Diploma in Financial Management  
• Diploma in Industrial Relations  
• Diploma in Management Development | • Regional Organiser & Special Project Head, NUM, 1988 - 1991  
• Special Project, NUM, 1991 - 1992  
• Coordinator, NUM MP, 1993 - 1996  
• Coordinator, NUM GP, 1997 - 2004  
• Secretariat Pillar Head, NUM HQ, 2005 - 2011 |
| 152 | • Higher Diploma in Economics, University of London (Current)  
• Hons in Economics, Incomplete  
• B-Tech in Education  
• Diploma in Education Commerce | • Educator, WC Joe Slovo High School, 1996 - 1997  
• Educator/Lecturer, Leaf College of Commerce Engineering, 1997 - 2000  
• Parliamentary Officer, National Youth Commission, 2000 - 2003  
• Member of Parliament, 2004 - 2009  
• Head of Office, Ministry of Police, 2009 - 2011  
• Research & Speech Writer, Ministry of Sports & Recreation  
• Member of Parliament 2014  
• Deputy Minister of Police, Ministry of Police, 2017 - Date |
<table>
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<tr>
<th>NO.</th>
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<th>WORK EXPERIENCE</th>
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</table>
| 153 | • Bed Hons Education Management  
• Diploma in Educational Management  
• Teachers Diploma in Senior Primary Education  
• Matric, Nirvana Secondary School | • Lecturer Adult Education, Apex Branch, 1993 - 1998  
• Cash Teller & Administrative Work, United Building Society  
• Educator, Apex Primary School, 1985 - 2012  
• Head of Department, Apex Primary School, 2012 - Current  
• Member of SADTU, ANC, Presiding Campaign Officer 1994 |
| 154 | • Master of Town & Regional Planning  
• Master of Public Administration  
• BA Hons Mass Communication  
• Head of New at Transkei Broadcasting Corporation, 1993  
• Media Liason Officer at SA Air Force HQ, 1995  
• Senior Manager of External Comm as Eskom Megawatt Park, 1998 - 2002  
• Town Planner & Property Developer, 2002 - Date |
| 155 | • PhD in Communication  
• MA in Journalism  
• Diploma in International Relationals | • Radio Journalist Freedom of ANC 1976 - 1978  
• Journalist with External Service of Radio Sofia, 1980 - 1989  
• Information Officer in ANC Sydney and Australia, 1989 - 1991  
• Journalist at SABC Radio, 1992 - 1995  
• Diplomat with DIRCO, 1996 - 2000  
• Counsellor at SA Embassy in Brussels, 2000 - 2005  
• Counsellor at SA Embassy in Luanda, Angola  
• Head, SABC Int News, 2006 - 2010  
• Senior Researcher, Legacy Projects, 2013 - 2016  
• Present Copy Editor, ANC HQ, 2019 - Present |
| 156 | • Pharmacist, Zimbabwe, 1986 - 1991  
• Research Officer, Centre of Health, 1991 - 1995  
• Chief Director of Registration, Dept of Health, 1995 - 1999  
• Managing Director & Deputy Chief Executive, Vuna Healthcare, 1999 - 2002 |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 157 | • Masters in Arts Degree, Psychology & Contemporary Studies  
    • Milton High School, 1987                                                 | • Sales & Marketing, Gillette SA, 1994 - 1995                                   |
<p>|     |                                                                               | • Sales &amp; Marketing Manager, SAB, 1999 - 2001                                   |
|     |                                                                               | • Occasions Based Marketing Manager, Sales &amp; Marketing Manager, SAB, 2001 - 2003|
|     |                                                                               | • National Market Development Manager, Old Mutual 2003 - 2004                   |
|     |                                                                               | • General Manager Market, Vice President Int Sales, SAA, 2004 - 2005, 2005 - 2007|
|     |                                                                               | • Executive Director Motorola SA, Managing Director, Motorola, 2007 - 2012, 2012 - 2016|
|     |                                                                               | • Founder, Value ED, 2009 - Present                                            |
|     |                                                                               | • Chief Commercial Officer, Adcorp Holdings Group, 2018 - 2019                 |
|     |                                                                               | • Executive Director, Stanton Chase, 2016 - Date                                |
| 158 | • MCom in Logistics                                                            | • Founder &amp; CEO, LPG Holdings (Pty), 2018 - Date                                |
|     | • MPhil (Philosophie)                                                          | • Manager, Strategic Enterprise &amp; Supplier Development, 2017 - 2018            |
|     | • Post Grad in Management Studies                                              | • Founder &amp; Executive Chairman, LPG Holdings, 2014 - 2017                      |
|     | • National Diploma in Cost &amp; Management Acc                                   | • Head of Transport &amp; Logistics, Cargill RSA, 2014                             |</p>
<table>
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<tbody>
<tr>
<td></td>
<td>• Strategic Execution Course, UP</td>
<td>• Group Manager &amp; Head of Logistics, Project Head of Logistics Business Improvement, Arcelormittal 2010 - 2014</td>
</tr>
<tr>
<td></td>
<td>• Certificate in Transport &amp; Logistics</td>
<td>• Founder &amp; CEO, LPG Holdings 2009 - 2010, 2006 - 2008</td>
</tr>
<tr>
<td></td>
<td>• Certificate in Corporate Governance</td>
<td>• CEO, Cross Boarder Road Transport Agency, 2008 - 2009</td>
</tr>
<tr>
<td></td>
<td>• Ernst &amp; Young, Payment Fraud &amp; Cyber Crime</td>
<td>• Executive Manager Operations, Transnet SOC, 1999 - 2006</td>
</tr>
<tr>
<td>159</td>
<td>• Security Management Diploma, Algonquin College, Canada</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Post Diploma Info Systems Security, Canada</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fashion Design, Lisof (Incomplete)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Information Technology Diploma, Algonquin College, Canada</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fashion Design, Lisof (Incomplete)</td>
<td></td>
</tr>
<tr>
<td>160</td>
<td>• Pre- Phd, Rhodes 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Masters in Public Administration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Coarse; Info Technology, Theories of Leadership, Project Management, Public Finance Management, Public Policy, Monitoring &amp; Evaluation, Research Methodology</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Advanced Cert in Governance &amp; Public Leadership, WITS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Higher Diploma in Education</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MEC, EC Sports Recreation Arts &amp; Culture, Provincial Gender Machinery Chairperson, 2018 - 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• EC Provincial Legislature, 2004 - 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Deputy Speaker, 2010 - 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Deputy Chief Whip, EC, 2009 - 2010</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Chairperson of Education Committee, EC, 2008 - 2009</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Deputy Director, Special Programmes Unit, Dept Economic Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Teacher, 1991 - 2000</td>
<td></td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
</tr>
<tr>
<td>-----</td>
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<td>-----------------</td>
</tr>
</tbody>
</table>
| 161 | • BA Arts, Free State  
    • Post Grad Diploma in Governance  
    • Higher Certificate in Governance | • Housing Manager, Mangaung Local Municipality, 1998 - 2005  
    • Chairperson of Public Works Portfolio Committee, 2006 - 2009  
    • Chiefwhip, Free State Legislature, 2009 - 2014  
    • MP, 2014 - 2019 |
| 162 | • Travel Certificate IATA  
    • Matric, Rosebank College, Cape Town | • Computer Operator, SASOL Secunda, 1986 - 1992  
    • Sales Rep, Rittle Marketing, 1993 - 1994  
    • Sales Rep, World Travel, 1994 - 1995  
    • Innovation Trainer & Faciliator, Discovery Training, 1996 - 2011  
    • Discretionary Grant Manager, LGWSETA, 2002  
    • Chief Community Development, Govan Mbeki Municipality, 2003 - 2009  
    • MP, 2009 - 2019  
    • Chairperson of Trade & Industry Sub Committee on Debt Relief, 2017 - 2018  
    • SACP, Central Committee Member, 2012 - Present |
| 163 | • Matric, Makabelane High  
    • Leadership Roles, Labour Relations & Rep of Members, Ditsela & CCMA | • Admin Clerk, Dept of Education Qwaqwa, 1989 - 2008  
    • FS Provincial Secretary, National Education Health & Allied Workers Union, 2008 - 2013  
    • Deputy General Secretary, NEHAWU, 2013 -2014  
    • Ideology & Training Officer, NEHAWU, 2017 - 2020  
    • Branch Secretary, NEHAWU, 1990 - 1995  
    • Maluti Regional Secretary, NEHAWU, 1995 - 2002 |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
</table>
| 164 | • N2 - Basting Certificate, Welkom Technicon College  
     • Matric, 1978 | • Provincial Chairperson, NEHAWU, 2002 - 2008  
     • Minister of Argriculture, Forestry & Fisheries, 2014 - 2018  
     • Safety Officer, AngloGold Ashanti, 1994 - 2014  
     • Dchairperson of SACP, 2016  
     • Deputy President of Industry All Federation, 2013 - 2014  
     • President of Sub-Saharan African Region of Int Chemical Energy Mineworkers  
     • President of National Union of Mineworkers, 2000 - 2014  
     • Chairperson of Welkom Council, 1996 |
| 165 | • Master of Commerce, Cum Laude  
     • Masters in Public & Development Management  
     • Post Graduate Diploma in Public Policy & Development Management  
     • Cert of Competance on a Provincial Government in Transition Executive Programme  
     • Cert of Competance in Public Service Management  
     • Cert of Competance on Change & Performance Management in Public Sector Reform  
     • Cert of Attendance in Corporate Governance by executives | • Advisor to Min of Public Enterprise, Present  
     • Deputy Minister of Economic Development & MP, 2014 - 2019  
     • Director of Communication in Premiers Office and Spokesperson, 1994 - 2000  
     • Director of Policy & Strategic Management, 2000 - 2004  
     • Executive Director of Masincazelane Investment Pty, Unpaid  
     • Chairperson of Board of Directors of Petroleum Agency SA |
| 166 | • MBA (Current)  
     • Post Graduate Diploma in General Management | • Board Member (Member of Audit & Risk, Fiance & Remunerains & Nominations Committes), SA Forestry Company, 2018 - Present  
     • Board Member, Airports Company SA, 2018 - Present |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>167</td>
<td>Cert in Cybersecurity</td>
<td>Board Member, Venezuela (SA Chamber or Commerce), 2018 - Present</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Social Science in Politics &amp; Economics</td>
<td>Board Member, NYDA, 2017 - 2020</td>
</tr>
<tr>
<td></td>
<td>Matric</td>
<td>National Council, National Forests Advisory Council, 2015 - 2018</td>
</tr>
<tr>
<td></td>
<td>Training in Corp Govance, Director, Ethics, Finance for Directors, IT Goverance, Risk Management &amp; Public Finance Management Act</td>
<td>President, Pan African Youth Union, 2013 - 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Executive Director of Masincazelane Investment Pty, Unpaid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director Stakeholder Management, Office of the Minister of Higher Education &amp; Training, 2020 to present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deputy Executive Chairman, NYDA, 2009 - 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Executive Chairman, NYDA, 2013 - 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National Committee, SA Union of Students, 2006 - 2009</td>
</tr>
<tr>
<td>168</td>
<td>Cert, Globalisation &amp; Development Economics, Global Labour University</td>
<td>Strategic Advisor Services in Argriculture &amp; Fisheries, Nov 19 - Present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chairperson of SACP WC, 2015 - Present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cert Education Methodologies &amp; Labour Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Special Advisor, Ministry of Agriculture, Forestry &amp; Fisheries, 2014 - 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cert Danlep Organiser, Educator, Political Economy, Organisational Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Labour Coordinator &amp; Agri-Business, 2009 - 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cert Employment and Social Security Law &amp; Adult Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SA Wine Industry Trust, 2009 - 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cert Development Studies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>COSATU, Provincial Educator, 1997 - 2000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cert Youth Leadership Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Programme Officer &amp; Provincial Programme Manager, Development Institute for Training, Support, Education for Labour</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cert Fine &amp; Commercial Arts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provincial Organise, SA Democratic Teachers Union, 1993 - 1997</td>
</tr>
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<td></td>
<td></td>
<td>Youth Organiser, Western Province Council of Churches, 1987 - 1992</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commercial Artist, Puma Pty Cape Town, 1983 - 1986</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Master of Law</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Political Imprisoment, Robben Island 1983 - 1991</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
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</tr>
<tr>
<td></td>
<td>Bachelor of Law</td>
<td>ANC Whip, Chairperson of Committees on Public Enterprise, DTI &amp; Public Works</td>
</tr>
<tr>
<td></td>
<td>Bachelor of Arts</td>
<td>Convener of ANC Parliamentary Economic Cluster &amp; Political Committee</td>
</tr>
<tr>
<td></td>
<td>Post Grad Diploma in Management Practice</td>
<td>Deputy Minister of Public Enterprise, 2011 - 2012</td>
</tr>
<tr>
<td></td>
<td>N3 Technical Matric</td>
<td>Minister of Transport, 2012 to 2013</td>
</tr>
<tr>
<td></td>
<td>Diploma in Accounting &amp; Business</td>
<td>Minister of Energy, 2013 - 2014</td>
</tr>
<tr>
<td></td>
<td>Advanced Workbook Excel, Waiting for Results</td>
<td>Deputy Minister of Public Enterprise, 2017 - 2018</td>
</tr>
<tr>
<td></td>
<td>Primary Health Care Services Management, Wits (PMDS)</td>
<td>Sales Rep, Old Mutual</td>
</tr>
<tr>
<td></td>
<td>Management Accounting Finance, Varsity College</td>
<td>Credit Controller, Ellerines Holdings</td>
</tr>
<tr>
<td></td>
<td>Short Courses, Customer Service, Cashier Course, Sales Training, Credit Control Seminar, Financial Administration, Leadership Skills, Meeting Procedure &amp; Report Back, Labour Relations Act, Employment Equity Act, Gender Studies, Sexual Harassment, Domestic Violence, TV Production, Basic Conditions of Employment, Political Economy, Parental Rights, Counselling</td>
<td>PA to Provincial Secretary, COSATU NW</td>
</tr>
<tr>
<td></td>
<td>MEC Sports, Arts &amp; Culture</td>
<td>PEC Member, SACP NW Province</td>
</tr>
<tr>
<td></td>
<td>MP, Portfolio Committee for Home Affairs</td>
<td>Councillor and then later MMC, Kersdorp City Council (Chairperson for Health Portfolio Committee, Finance, Audit &amp; Fresh Produce Market)</td>
</tr>
<tr>
<td></td>
<td>Head of Office for the Deputy Minister, Economic Development Dept</td>
<td>Workmens's Compensation Fund Clerk, Dept of Labour</td>
</tr>
<tr>
<td>169</td>
<td>Diploma in Accounting &amp; Business</td>
<td>Sales Rep, Old Mutual</td>
</tr>
<tr>
<td></td>
<td>Advanced Workbook Excel, Waiting for Results</td>
<td>Credit Controller, Ellerines Holdings</td>
</tr>
<tr>
<td></td>
<td>Primary Health Care Services Management, Wits (PMDS)</td>
<td>PA to Provincial Secretary, COSATU NW</td>
</tr>
<tr>
<td></td>
<td>Management Accounting Finance, Varsity College</td>
<td>PEC Member, SACP NW Province</td>
</tr>
<tr>
<td></td>
<td>Short Courses, Customer Service, Cashier Course, Sales Training, Credit Control Seminar, Financial Administration, Leadership Skills, Meeting Procedure &amp; Report Back, Labour Relations Act, Employment Equity Act, Gender Studies, Sexual Harassment, Domestic Violence, TV Production, Basic Conditions of Employment, Political Economy, Parental Rights, Counselling</td>
<td>Councillor and then later MMC, Kersdorp City Council (Chairperson for Health Portfolio Committee, Finance, Audit &amp; Fresh Produce Market)</td>
</tr>
<tr>
<td></td>
<td>MEC Sports, Arts &amp; Culture</td>
<td>Workmens's Compensation Fund Clerk, Dept of Labour</td>
</tr>
<tr>
<td>NO.</td>
<td>QUALIFICATION</td>
<td>WORK EXPERIENCE</td>
</tr>
<tr>
<td>-----</td>
<td>--------------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| 170 | • COSC O Levels, Swaziland  
• London University 0 Levels, Lesotho  
• Diploma Institute of Tourism & Hotel Management, Austria  
• Cert Lausanne Hotel School, Switzerland  
• Masters in Tourism, Rome, Italy  
• Cert in Commerce, French Ministry of Finance, Economy & External Trade | • Clerk, Matsieng Development Trust, Royal Palace Lesotho, 1975  
• Management Trainee, Lesotho Hotels, 1976  
• Manager Molimo Nthuse Lodge, 1978  
• Development Officer, National Sports Congress, Johannesburg, 1991 - 1993  
• Executive Director Southern Africa Tourism Services Associations, Sandton, 1994 - 1995  
• Vice Chairman Gauteng Tourism Authority & Jhb Tourism Council, 1995  
• Charge de Mission, French Trade Commission, Sandton  
• Charge de Mission, French Trade Commission, Sandton, 1997 - 2000  
• Charge de Mission, French Trade Commission, Sandton, 1997 - 2000  
• Special Projects in Free State, NW & Midrand, 2011 - 2014  
• Evaluation Mission to France & Burkino Faso for DBSA & FDA, 2015  
• Coal Broker for Congolese Clients exporting to China, 2018  
• Student Activist, Paris 14th District, 1980  
• Assisted Cde Benny de Bruyn ANC Chief Representatives in Rome, 1987 - 1990  
• Founder of ANC Branch in Sandton, 1994 - 2015  
• Played Various diplomatic roles over the years  
• Speaks Sesotho, English, French, German and Italian |
| 171 | • Masters in Governance & Political Transformation  
• Diploma in Project Planning & Management  
• Diploma Leaders in Development  
• Diploma Senior Management in Government  
• Diploma in Accounting | • Speaker, NW Legislature, 1994 - 1999  
• ANC NW PEC, 1998 - 2005  
• Deputy Chairperson of ANC NW, 1998 - 2005  
• SACP Central Committee Member, 1998 - Date  
• MEC COGTA, Public Works, Transport, 1999 - 2007 |
<table>
<thead>
<tr>
<th>NO.</th>
<th>QUALIFICATION</th>
<th>WORK EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• MP, 2009 - 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Chairperson of ANC Caucus, Chairperson of Portfolio Committee for Rural Development and Land Reform, 2011 - 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Lead process of consultation with regards the reopening of land claims, 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advisor to Min of Agriculture, Forestry &amp; Fisheries, 2014 - 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Regional Education Officer, NUMSA, 1988 - 1991</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• National Organiser, NUMSA, 1993 - 1994</td>
</tr>
</tbody>
</table>
You
The Development Committee supports the NYTT recommendations and added the following names;

Adding them for 😆? This must be on letterhead and signed by SGO

14:37

NYDA board, I was told that they are currently doing interviews.

14:48

You
NYDA board, I was told that they are currently doing interviews.

Yes they are. No names can be added

14:49

The 3 names added are from the already 30 shortlisted.

The Deployment Committee was just endorsing the NYTT list Cde brought to us and suggested 3 additional names from the 30 shortlisted.

14:52
Those who are interviewed went through Shortlisting and list adopted for interviews therefore no new names can be added.

Noted, thank you.

As per directive by DSG we received a written submission for shortlisting.

04 Aug 2020

Morning Ma

For the Auditor General, the Deployment Committee recommends Ms [Redacted].

You
Morning Ma

For the Auditor General, the Deployment...

We are still to Shortlist today. Her name is on the list to be shortlisted. No interviews as yet.
04 Aug 2020

Morning Ma

For the Auditor General, the Deployment Committee recommends Ms [redacted]

10:29 //

You
Morning Ma

For the Auditor General, the Deployment...

We are still to Shortlist today. Her name is on the list to be shortlisted. No interviews as yet. Message noted

11:43

Thank you 🙏

11:43 //

07 Aug 2020

✔ This message was deleted. 09:51

17 Aug 2020

The Deployment Committee supports the recommendation of

[redacted]
17 Aug 2020

The Deployment Committee supports the recommendation of Ms [REDACTED] and also recommends Ms [REDACTED] for the Part-Time Information Regulator.

Thank you Ma

You
The Deployment Committee supports the recommendation of Ms [REDACTED] and also recommends Ms [REDACTED] for...

Noted ✔ thanks. Please drop me email for records

[REDACTED] 16:58

You
The Deployment Committee supports the recommendation of Ms Allison Tilley and also recommends Ms Katlego Dolamo for...

Hello [REDACTED] There is Only 1 vacancy for a Part Time Information Regulator.

17:30 ✔

Yes, the committee is aware. In the
17 Aug 2020
Yes, the committee is aware. In the event that [REDACTED] isn't successful for any reason then Ms [REDACTED] is the next recommendation.

17:32

You
Yes, the committee is aware. In the event that [REDACTED] successful for any reason then Ms Dolamo is the next recom...

Please send a clear email on this

17:33

The Deployment Committee is hesitant about putting things in writing. I will however consult and get back to you.

17:50

26 Nov 2020

Your security code with [REDACTED].
Tap to learn more.

20 Jan 2021

Your security code with [REDACTED].
Tap to learn more.
Dear DSG

As discussed please find attached hereto the advert of the post of Director General in the Department of Justice for the deployment committee to take note and encourage those who qualify to apply.

THE DEPARTMENT OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT

POST: DIRECTOR GENERAL: DEPARTMENT OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT

REFERENCE: 2022/08

CENTRE: NATIONAL OFFICE PRETORIA

SALARY: R3 878 351 – R2 628 306 per annum (All inclusive).

The successful candidate will be required to sign a performance agreement.

REQUIREMENTS:
- An undergraduate Legal qualification (NQF 7) and a postgraduate legal qualification, NQF 8.
- 8-10 years’ experience at senior managerial and leadership level, of which 3 years must be with an organ of state as defined by the Constitution.
- Admission as a Legal Practitioner (Attorney or Advocate) will be an added advantage.
- Sound knowledge and understanding of South African constitutional and legal systems.
- Oversee the provision of State Law Advisory and Litigation services.
- Ensure effective corporate governance through human capital management, risk management, audit, systems and procedures.

ENQUIRIES: Mr B Maleko (012) 357 8888

APPLICATIONS: Quote the relevant reference number, direct your application to DGA22-02-08@justice.gov.za

NOTE: Interested applicants must submit their applications for employment to the email address specified to each post. The email must indicate the post, the relevant reference number and the completed and signed Form Z83, obtainable from any Public Service Department, or on the Internet at www.ssa.gov.za. A CV with a font size of 10 and Arial theme font, copy of identity document, Senior Certificate and the highest national qualification as well as
Afternoon Cedes

Please find the list for the MDDA board. The list is of 10 names however only 4 will be appointed. Please give input by end of Business day tomorrow.

1. 2. 3. 4. 5. 6. 7. 8. 9. 10.

Regards

13.07.2020
Morning Cde's

Reminder that this post for Auditor General is is closing today. Please encourage comrades to apply.

Regards

28 Jul 2020

Evening Cde's

Please note that you were all sent emails this morning requesting urgent input into the NYDA board. Please do make input ASAP.

Regards

28/07/20
Morning Cdes

Please note that emails which require your input were circulated yesterday for urgent input.

Regards

Evening Cdes

I have just emailed all members documents with regards to the DG of Home Affairs. Please do give input before Wednesday the 5th of August.

Regards

Thapelo

Will do Cde

15 Aug 2020
20 Aug 2020

Evening Comrades

Hope you are well and safe.

Would just like to remind members of the advert for the DG of
Communications which was presented in the last meeting. The
deadline for applications is tomorrow.

Kind regards

23 Sep 2020

Your security code with Sireo changed. Tap
to learn more.

28 Sep 2020

good evening. I saw
the PR/1 email I will not be
Afternoon Colleagues,

Please find the above and encourage colleagues to get themselves vaccinated and notify those who have been vaccinated.

Stay safe, regards

21 Oct 2020
LIST OF 19 SHORTLISTED CANDIDATES.pdf
1 page - 91 KB - pdf

Afternoon Cdes:

Please find attached and comment before end of business on Monday. There is only one vacancy.

Kind regards.

03 Nov 2020

Morning Cdes:

Please send names and cv's of comrades who would be interested and qualify for the following positions:

+
Morning Call

Please send names and CVs of comrades who would be interested and qualify for the following positions:

- CEO of SA Weather Services
- CEO of SA National Bio Diversity Institute

Please do send to myself on [redacted] before end of day on Thursday.

13 Nov 2020

can't take r call. I am chairing, please text

Sorry, was checking if you are attending the Deployment Committee on Monday at 8?

Yes, I am.
26 Jan 2021

Afternoon Cole

Please verify that the listed email is the correct one, if not, please provide the correct one for Deployment Committee Communication.

Thank you

Deployment Committee
Members Emails.docx
1 page · 17 KB · docx

My email address is correct Cole

Thank you

28 Mar 2021

Cole I see you are trying to get a response from me. I am currently in the NEC, I must still try and move meetings tomorrow. I will come back immediately to you.
30 Jun 2020

Morning Coles

Please find attached adverts and encourage comrades to apply directly and inform me of the comrades you have advised to apply.

Regards

[Signature]

DG Advert - Luthuli.pdf
3 pages - 231 KB - pdf

Justice.jpg
105 KB - jpg

05 Jul 2020
28 Jan 2021

Afternoon Cde

Please verify that the listed email is the correct one, if not, please provide the correct one for Deployment Committee Communication.

Thank you

28 Mar 2021

Cde

I see you are trying to get a response from me. I am currently in the NEC, I must still try and move meetings tomorrow. I will come back immediately to you.
Good day Thapelo

Kindly find herewith correspondence as discussed.

Thank you and kind regards.
Subject: Appointment of the GCEO

Good day Dawood

I trust that this mail finds you in good health. Kindly find herewith correspondence on the appointment of the GCEO.

Thank you and kind regards,

communications & digital technologies
Department: Communications & Digital Technologies
Good day

I trust that this mail finds you in good health.

Please be advised that the Director General position will be advertised on the weekend of 7 August, via Sunday tabloids, DPSA, and social media. The specification has not changed, so you are more than welcome to circulate the same advert I sent earlier.

Minister requests to also present the candidates for the South African Post Office (SAPO) Board. There are 3 vacancies that arose from resignations of the Board members that were appointed last year. Lastly, she wishes to present the Chief Executive Officer candidates for National Electronic Medica Institute of South Africa (NEMISA).
almost completed. This is so because the communication from your esteemed office on sending the advertisements to the committee was received after the fact. Please convey our sincere apologies on the one.

May you kindly indicate when the next sitting of the committee will be, so that we can arrange accordingly.

Thank you and looking forward to your response.
Good day,

Kindly find herewith correspondence as discussed.

Thank you and kind regards,
and Non-Exec board position

Both please

Noted

Just sent you the documentation to your hotmail

please confirm receipt

Got it thank you
Dear

As discussed, please find attached the memo on NLC Chair and Board selection process and annex of nominations received for each position.

We have included detail of the shortlisted individuals in the actual memo itself.

Kind regards,

[Signature]
National Lotteries Nominations

Well received, thank you

Sent from my iPhone
Subject: Appointment of the GCEO

Good day

I trust that this mail finds you in good health. Kindly find herewith correspondence on the appointment of the GCEO.

Thank you and kind regards.
Good day

Kindly find herewith correspondence as discussed.

Thank you and kind regards.

communications & digital technologies

Department: Communications & Digital Technologies

REPUBLIC OF SOUTH AFRICA
Good day

Kindly find herewith correspondence as discussed.

Thank you and kind regards.
Subject: Appointment of the GCEO

Good day

I trust that this mail finds you in good health. Kindly find herewith correspondence on the appointment of the GCEO.

Thank you and kind regards.
any loss, whether it be direct, indirect or consequential, arising from this e-mail, nor for any consequence of its use or storage.
Executive Personal Assistant: Ministry of Defence Cell:

Begin forwarded message:
It’s the same list as Prasa. The same people should have applied. It was communicated to

So it’s these ones:-
Morning

Can we have the long list?

Eish. I’ll need to get that from

Mancotywa is part of the Deployment Database

Great. But he wasn’t in the list you gave us.
Dear

As discussed, please find attached the memo on NLC Chair and Board selection process and annex of nominations received for each position.

We have included detail of the shortlisted individuals in the actual memo itself.

Kind regards,
National Lotteries Nominations

Well received, thank you

Sent from my iPhone
Evening CoD

Please find the attached documents, which are all CONFIDENTIAL.

If there are any names you would like to suggest or make any comments please do send an email to [REDACTED] Thank you

Kind regards

[REDACTED]
Office of the DSG

Sent from Mail for Windows 10

<9. Database V1 SB.pdf>
Evening CoE

Please find the attached documents, which are all CONFIDENTIAL.

If there are any names you would like to suggest or make any comments please do send an email to [REDACTED] Thank you

Kind regards

[REDACTED]
Office of the DSG

Sent from Mail for Windows 10

<9. Database V1 SB.pdf>
Thank you

Sent from my iPhone

On 25 Mar 2020, at 18:38, Thapelo Masilela wrote:

Evening Cde

Please find the attached documents, which are all CONFIDENTIAL.

If there are any names you would like to suggest or make any comments please do send an email to: [redacted] Thank
Ok, so it's not too late for these comrades to be considered.

If they didn't submit the applications as prescribed in the advert then they cannot be considered.

Yes, true.

I take it all the names we received including the ones on 20 May are from the DSG?
Afternoon Cde
10 Oct 2019

I am [redacted] from the office of the DSG. Please provide the following with regards to your presentation.

As the deployment committee we require you to present the following:
• Advert of each post
• applicants
• shortlist of applicants
• preferred appointments.

This will be required for each board.

16:25 //

The next committee is sitting on Monday morning at 8:00 at Luthuli House.

Please ensure that we get the documents by Saturday latest.

16:26 //

Thanks [redacted] I will request my office to send the info. Please drop me your email address 16:31

16:32 //
12 Oct 2019

Afternoon Cde

Are we winning with the documents?

13 Oct 2019

Morning Cde, the team just submitted a list of all applicants with no indication of who meets the requirements or not. I then directed that they work on that and submit to the office at 12:00. It is only after I have checked them that I will be able to send you as per the listed requirements. That’s likely to be around 15:00

11 Dec 2019

Your security code with
Tap to learn more.

26 May 2020

Morning Cde
Pls allow for us to share
documents

Or u will share on your side?

Made you a co host

Will you use the same devise

Is this 10 page document fine?

Start with the advert

I lift his camera, we see his nose

As long as u can hear the voice

I don’t have the documents you have now.

Only have [redacted] assessment

The officials are fighting us. Th
all waiting for us

Sorry about the delay, all the best
Hi Cde [redacted], I have just spoken to DSG and she requested that call you, my name [redacted] from Minister [redacted] Office. DSG indicated that you sent a list of names and short CV to the Minister, who in the office did you send them to

22 May 2020

Morning

What is your email address?

08:07

[redacted] 08:14

Thank you

I have sent you the list 08:34

Please check both sheets 08:34

Thank you 08:36
Hi Cde [name] I have just spoken to DSG and she requested that call you, my name [name] from Minister [name]'s office. DSG indicated that you sent a list of names and short CV to the Minister, who in the office did you send them to.

22 May 2020

Morning

What is your email address?

08:07

08:14

Thank you

I have sent you the list

Please check both sheets

Thank you
Learn more.
07 Feb 2020

Morning

What is the name of the two boards?

09:46

Good day broer,
South African Maritime Safety Authority (SAMSA) and National Ports Regulator (NPR).

10:01

How far is the process or each board?

10:03

The Minister has concluded the shortlisting process and needs to present at the Deployment Committee.

10:04

The term for the SAMSA Board has expired and has been extended.

10:05

Ok, you guys have been put on the list, we should have a date on Monday

11:28

Thanks. We’ll await the date on Monday.

11:56
Afternoon Chief

Please send me the details for Prasa

You mean the advert my brother?

Apologies for the delayed response.

The form that should be used to apply

28 May 2020

Dear [Redacted]
I have eventually managed to get hold of the colleagues dealing with the process. They advised as follows:
1. You write on a separate page nominating the person you want to nominate.
2. Send the nomination to the nominee.
3. The nominee accepts the nomination and attaches the nomination as part of the
27 May 2020

Afternoon Chief

Please send me the details for Prasa

You mean the advert my brother?

19:08

Apologies for the delayed response.

19:08

The form that should be used to apply

19:13

28 May 2020

Dear [REDACTED]

I have eventually managed to get hold of the colleagues dealing with the process. They advised as follows:

1. You write on a separate page nominating the person you want to nominate.
2. Send the nomination to the nominee.
3. The nominee accepts the nomination and attaches the
28 May 2020

Dear [Name]

I have eventually managed to get hold of the colleagues dealing with the process. They advised as follows:

1. You write on a separate page nominating the person you want to nominate.
2. Send the nomination to the nominee.
3. The nominee accepts the nomination and attaches the nomination as part of the documents submitted.
4. In the advert it is specified to whom the documents should be submitted.

Regards

Will call you in a bit

This is for PRASA

Sure,

Apologies bro, was on another call. Tried to return your call
Morning

Did I send you the applicantants for PRASA?

Morning, you sent it on 20 May and I advised that they be sent to the colleague whose name is in the advert. I shared the names with our colleague who's in charge of the shortlisting process.

The spread sheet was names in general.

There were names that were specific for Prasa. Can I send them to you?

Please do so my brother

☐ You deleted this message.

How far is the process?
How far is the process?

Shortlisting will start soon. Collation of applications is about to be concluded. COVID-19 affected the commencement of the process.
22 Jul 2020
Shortlisting will start soon. Collation of applications is about to be concluded. COVID-19 affected the commencement of the process.

11:31

Ok, so it's not too late for these comrades to be considered

11:32

If they didn't submit the applications as prescribed in the advert then they cannot be considered.

11:33

Yes, true.

11:33

I take it all the names we received including the ones on 20 May are from the DSG?

11:40

10 Sep 2020

Evening Cde

Do you have the contact the details for [redacted]?

[redacted] 17:41
Afternoon Cdes

Hope you are all well.

There is a package which needs to be delivered to all members of the Deployment Committee this week, please send me your respective addresses where the packages should be sent by today as delivery will start tomorrow, thank you.

Regards

[Redacted] 15:54

[Redacted]
You can deliver for Minister [Redacted] at [Redacted] and [Redacted]

[Redacted]

15:56

Thank you 🙏

Addresses can be sent privately anyone wishes to do so. 15:57
10 Apr 2020

Morning Cdes

Due to logistical challenges we were unable to deliver the packages, our apologies for that.

10:59

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 13 April 2020
TIME: 08:00 - 10:00
Venue: Zoom Video Conference Call

TEST Meeting
DATE: 12 April 2020
TIME: 15:00 - 15:15
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability.

I will send out instructions on how to download and use the application. I will also send out the
I will send out instructions on how to download and use the application. I will also send out the meeting ID and password before the meeting.

Comradely yours

---

Video Conferencing, Web Conferencing, Webinars,...
Zoom is the leader in modern...
zoom.us

Please follow these Steps IF YOU ARE USING YOUR LAPTOP / COMPUTER:

Step 1:
Type https://zoom.us

Step 2:
CLICK ON JOIN MEETING

STEP 3:
ENTER MEETING ID (it will be forwarded to you before the meeting)

Step 3:
CLICK ON JOIN

Step 4:
I will send out instructions on how to download and use the application. I will also send out the meeting ID and password before the meeting.

Comradely yours

Video Conferencing, Web Conferencing, Webinars,...
Zoom is the leader in modern...
zoom.us

Please follow these Steps IF YOU ARE USING YOUR LAPTOP / COMPUTER:

Step 1:
Type https://zoom.us

Step 2:
CLICK ON JOIN MEETING

STEP 3:
ENTER MEETING ID (it will BE FORWARDED TO YOU BEFORE THE MEETING)

Step 3:
CLICK ON JOIN

Step 4:
12 Apr 2020

Morning Cdes

There is a current meeting which might go on past 15:00 and the system doesn’t allow for simultaneous meetings. Given that the test run be done at 17:00, apologies for any inconvenience.

Test Meeting

17:00 today
ID: 785975628
Password: 201145

Deployment Committee Meeting
Monday 08:00
ID: 958047850

Password will be given in the morning. Thank you 🙏

Thanks

11:16
I do not understand this, please explain, which meeting you are referring to?

There is a Deployment Committee Meeting tomorrow at 08:00 through Zoom Conference video call.

This committee has never used Zoom for a meeting so we are having a test video call for those who are unfamiliar with Zoom at 17:00

13 Apr 2020

Forwarded
ANC Deployment Meeting to be held on Monday at 08:00

MeetingID: 958047850
Password: 190726

Got it thanx Cde Thapelo
05 May 2020

Afternoon Cdes

Trust you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 11 May 2020
TIME: 08:00 - 10:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability.

I will send out instructions on how to use Zoom again. We will send out the meeting ID and password before the meeting.

Comradely yours

Hi Cde Thapelo
10 May 2020

Evening Cdes

ANC Deployment Meeting to be held on Monday;

Date: 11 May at 08:00
Venue: Zoom

MeetingID: 84142143378

Password will be sent out at 7:30

Thanks

You

ANC Deployment Meeting to be held on...

07h30 so late??

le

20:10

20:13
11 May 2020

Thank you

Morning, am I the only who have not received any documentation including the agenda for this morning meeting?

Morning Cdes

No one has received any documents. The agenda and all documents will be shared on the screen for all members to see during the meeting.

Cdes who is Galaxy S8?

Morning cde,

May Cde be excused at 09:30? Thanks

14 May 2020

Your security code with Lindiwe changed.
Tap to learn more.
Afternoon Cdes

Trust you are well. Details for Monday’s Meeting are:

MEETING
DATE: 18 May 2020
TIME: 08:00 - 10:00
Venue: Zoom Video Conference Call

Documentation will be emailed to all members on Sunday and a password provided separately.

We will send out the meeting ID and password before the meeting.

Comradely yours

Noted thanks. 17:15

Noted Cde thanks 17:17

Thank you.
16 May 2020

Afternoon Cdes

Trust you are well. Details for Monday's Meeting are;

MEETING
DATE: 18 May 2020
TIME: 08:00 - 10:00
Venue: Zoom Video Conference Call

Documentation will be emailed to all members on Sunday and a password provided separately.

We will send out the meeting ID and password before the meeting.

Comradely yours

Noted thanks.

Noted Cde thanks

Thanx
17 May 2020

gu

Thanks 08:01

Evening Cdes

Unfortunately the Deployment Committee has been postponed. We will communicate the new date as soon as it’s confirmed.

Apologies for the inconvenience.

17:36 😞

Thanks! 17:36

Noted thank you 18:58

18 May 2020

Your security code with DSG changed. Tap to learn more.

19 May 2020

Evening Cdes
19 May 2020

Evening Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 25 May 2020
TIME: 08:00 - 10:00
Venue: Zoom Video Conference Call

Documents will be sent out by Friday

I humbly request that Comrades indicate their availability.

We will send out the meeting ID and password before the meeting.

Comradely yours

20 May 2020
25 May 2020

Cde [redacted] thing. Please don’t forget to send us ID and Password. Aluta!

ANC Deployment Zoom Meeting

To be held on Monday, 25 May at 08:00
MEETINGID: 82299181461
PASSWORD: 04533687

Thank you

Morning Cde

Please login as the meeting is suppose to have started at 08:00. We are waiting for you to start

This message was deleted.

27 May 2020

Afternoon Comrades
27 May 2020

Afternoon Comrades

I hope you are all well & safe.

Please be advised of the following;

1. Nominations for Prasa Board deadlines are this Friday as noted on advert.

2. DBSA vacancies, names with CV’s should be sent before Friday, documents have been emailed to you

3. SARIA Board input. Documents have been emailed, 5 need to be chosen from the 7 candidates.

13:12 ✓

31 May 2020

Your security code with [redacted]
Tap to learn more.

01 Jun 2020
03 Jun 2020

Morning Cdes

Please give inputs into the SARIA Board as we had requested Cde Tito to hold off to allow for input.

We were supposed to choose 5 from the list of 7 people, email was sent to all members on the 26th of May 2020.

Please note we will have to give Cde Tito the go ahead by end of business today. Thank you.

11:19

Morning Cde [Name] Hope you are good. I am fine from my side. Will go with the decision. Thanx

12:23

[Name]

I'm okay he can proceed 16:57

07 Jun 2020

Afternoon Cdes
07 Jun 2020

Afternoon Cdes

Hope you are all

On Friday an email was sent to all members with regards to the DG of Dept Small Business. Please recommend comrades to apply directly and inform us of who you have referred.

The deadline is on Wednesday the 10th of June 2020.

Regards

13:30 //

Thanx Cde

08 Jun 2020

Thanx Cde Thâ
ANC NEC Deployment

11 Jun 2020

Afternoon Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 15 June 2020
TIME: 08:00 - 10:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability.

We will send out the meeting ID and password before the meeting.

Comradely yours

Noted thanks.

Noted
14 Jun 2020

Afternoon Cdes

Please be advised that you have all been emailed documents for tomorrow's meeting.

Kind regards

[Signature]

Thanx Cde Thapelo

[Signature] 17:28

Thanks

[Signature] 17:30

15 Jun 2020

ANC Deployment Committee
Meeting to be held on Monday at 08:00

MeetingID: 82309912391
Password: 60102857

Morning Cdes

[Signature] 07:09
15 Jun 2020

ANC Deployment Committee
Meeting to be held on Monday at 08:00

MeetingID: 82309912391
Password: 60102857

Morning Cdes

Please may all members be logged in by 08:00

Perfect

Please note that additional documents were sent this morning. Apologies for the inconvenience.

Regards

07:46

16 Jun 2020
Fwd: LETTER TO SPEAKER ON THE APPOINTMENT OF THE IPID POSITION.pdf

Sent from my iPhone

Begin forwarded message:

From: [Redacted]
Date: 14 June 2020 at 23:04:31 SAST
To: [Redacted]@gmail.com
Subject: LETTER TO SPEAKER ON THE APPOINTMENT OF THE IPID POSITION.pdf

This e-mail and any attachments thereto are

Accommodation payments
22 Jun 2020
Evening Comrades

As per the resolution of the last Deployment Committee meeting, the President has agreed to meet the Deployment Committee on Friday the 26th of June 2020, the time will be confirmed in due course.

Please confirm availability for Friday. Thank you 🙏

Regards

[Redacted]

19:44 //

[Redacted]

Thapelo what time is the meeting on Friday?

20:03

We are still finalising the time, however it should be in the morning.

21:07 //

23 Jun 2020

[Redacted] (Office)

Cde Besani will be available

[Redacted]
ANC NEC Deploym...

Evenina Cdes
23 Jun 2020

I would like to confirm the Deployment Committee Meeting that will take place on Friday the 26th of June 2020 at 10:00.

The Meeting ID will be sent before the meeting.

Noted thanx

25 Jun 2020

Afternoon Cdes

Unfortunately there was a leak of the Deployment Committee Procedural Document, it is circulating on WhatsApp groups. The document is unsigned.

We requesting that no comments be made regarding the document.

Regards
03 Aug 2020

Evening Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 10 August 2020
TIME: 08:00 - 10:00
Venue: Zoom Video Conference

I humbly request that Comrades indicate their availability by Wednesday.

We will send out the meeting ID and password before the meeting.

Comradely yours

Noted Cde thank you
08 Aug 2020
Evening Cdes

Please be advised that the Deployment Committee has been postponed, will advise on the new date as soon as it's confirmed.

Apologies for any inconvenience

Regards

09 Aug 2020
Your security code with [redacted] changed. Tap to learn more.

Your security code with [redacted] changed. Tap to learn more.

11 Aug 2020
Evening Cdes

Hope you are all well and safe.

You are kindly invited to the AN NEC Deployment Committee meeting which is scheduled as follows:
11 Aug 2020

Evening Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 14 August 2020
TIME: 10:00 - 12:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability by tomorrow.

We will send out the meeting ID and password before the meeting.

Comradely yours

Good evening Cde

I will be available.
Afternoon Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 24 August 2020
TIME: 08:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability by tonight.

We will send out the meeting ID and password before the meeting.

Comradely yours

Good day cde

I hope you are well. There's an ANC Health Education...
17 Sep 2020

Morning Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 21 September 2020
TIME: 08:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability by tonight.

We will send out the meeting ID and password before the meeting.

Comradely yours

Dear Cde I confirm my attendance. Aluta!
03 Oct 2020

Morning Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 5 October 2020
TIME: 09:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability by today.

We will send out the meeting ID and password before the meeting.

Comradely yours

 confirmed 09:36

I will attend Cde Thapelo 09:38

+  


03 Oct 2020

Morning Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 5 October 2020
TIME: 09:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability by today.

We will send out the meeting ID and password before the meeting.

Comradely yours

[Signature]

Confirm 09:36

[Signature]

I will attend Cde Thapelo 09:38
Evening Cdes

The Chairperson has decided that we postpone the Deployment Committee tomorrow till Friday. More details will follow during the week.

Apologies for the inconvenience.

Yours Comradely

Thapelo

My apologies, I forgot to indicate, that the decision to postpone was based on the loss of DSG’s brother.
06 Oct 2020

Morning Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 9 October 2020
TIME: 08:00
Venue: Zoom Video Conference
Call

I humbly request that Comrades indicate their availability by tonight.

We will send out the meeting ID and password before the meeting.

Comradely yours

Please accept apology for Cde due to I'll health.
02 Nov 2020

Morning Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 9 November 2020
TIME: 08:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability by tomorrow.

We will send out the meeting ID and password before the meeting.

Comradely yours

Received thanks.
09 Nov 2020
Afternoon Caes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE:  16 November 2020
TIME:  08:00
Venue:  Zoom Video Conference Call

I humbly request that Comrades indicate their availability by tomorrow evening.

We will send out the meeting ID and password before the meeting.

Comradely yours

Confirmed 12:29
14 Nov 2020

Afternoon Cdes

Please be advised that the Deployment Committee meeting on Monday has been postponed.

Will communicate the new date when it's confirmed. Apologies for any inconvenience.

Yours Comradely

16:57

Noted ...

You
Afternoon Cdes

Please be advised that the Deployment C...

Noted thank you.

18:15

Noted

22:27
28 Nov 2020
Afternoon Cdes

Hope you are all well and safe.

You are kindly invited to the ANC-NEC Deployment Committee meeting which is scheduled as follow:

MEETING
DATE: 30 November 2020
TIME: 08:00
Venue: Zoom Video Conference Call

I humbly request that Comrades indicate their availability ASAP.

We will send out the meeting ID and password before the meeting.

Comradely yours

I will attend Cde Thapelo

Cde Thapelo will attend
29 Nov 2020

Evening Cde's

Unfortunately due to the Officials meeting change in time, the Deployment Committee meeting has been postponed.

Will communicate a new date once it’s confirmed.

Apologies for any inconvenience

Yours Comradely

21:49

Thanks cmde 22:28

30 Nov 2020

Thank you Cde

For Immediate release

30th November 2020
24 May 2020

Forwarded

DSG said I should send this to you for consideration

You
DSG said I should send this to you for consideration

Very good CV. Can I have a contact number?

Lol I never understand how these people want to be contacted if they don’t leave their details.

I am working on it
DSG said I should send this to you for consideration

Very good CV. Can I have a contact number?

Lol I never understand how these people want to be contacted if they don’t leave their details.

I am working on it
Evening Cdes

Please find the document and encourage comrades that qualify to apply directly and inform us on who you have recommended.

Keep safe,

13 Jul 2020

Afternoon Cdes

Please find the list for the MDDA board. The list is of 10 names however only 4 will be appointed.
13 Jul 2020

Afternoon Cdes

Please find the list for the MDDA board. The list is of 10 names however only 4 will be appointed.

Please give input by end of Business day tomorrow.

1. [Redacted]
2. [Redacted]
3. [Redacted]
4. [Redacted]
5. [Redacted]
6. [Redacted]
7. [Redacted]
8. [Redacted]
9. [Redacted]
10. [Redacted]

Regards

[Redacted]

17 Jul 2020

You
13 Jul 2020

Afternoon Cdes

Please find the list for the MDDA board. The list is of 10 names however only 4 will be appointed.

Please give input by end of Business day tomorrow.

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10. 

Regards

17 Jul 2020

You
17 Jul 2020

You

139821 Advert.pdf • 1 page

Morning Cdes

Reminder that this post for Auditor General is is closing today. Please encourage comrades to apply.

Regards
03 Aug 2020

Evening Cdes

I have just emailed all members documents with regards to the DG of Home Affairs. Please do give input before Wednesday the 5th of August.

Regards

You
Evening Cdes

I have just emailed all members documen...

Got it, thanks 17:52

08 Aug 2020

Morning

Is Cde [REDACTED] attending Monday’s meeting? 08:5

Yes she is 10:25
20 Aug 2020

Evening Comrades

Hope you are well and safe.

Would just like to remind members of the advert for the DG of Communications which was presented in the last meeting. The deadline for applications is tomorrow.

Kind regards

23 Aug 2020

What time are you cancelling the deployment committee meeting?

17:19

Hahaha please respect us. It will go ahead

17:25
Afternoon Cdes

Please find the above and encourage comrades to get themselves nominated and notify me of the comrades who have been nominated.

Stay safe, regards

20 Oct 2020

Do you have the number of [Redacted]

No I don't have [Redacted]
24 Oct 2020

LIST OF SHORTLISTED CANDIDATES FOR THE PUBLIC SERVICE COMMISSIONER POSITION

Shortlisted 19 candidates from 151 applicants, Committee also took into account gender representation.

LIST OF 19 SHORTLISTED CANDIDATES.pdf
1 page • 31 KB • pdf

13:08

Afternoon Cdes

Please find attached and comment before end of business on Monday. There is only one vacancy.

Kind regards

13:09

03 Nov 2020

Morning Cdes

Please send names and cv's of comrades who would be interested and qualify for the following positions:

- CEO of SA Weather Services
03 Nov 2020

Morning Cdes

Please send names and cv’s of comrades who would be interested and qualify for the following positions;

- CEO of SA Weather Services
- CEO of SA National Bio Diversity Institute

Please do send to myself on before end of day on Thursday.

11:20

05 Nov 2020

> Forwarded

I am putting this in writing because we are stuck in the middle of two stories in Mpumalanga. [Redacted] says that the decision of the PEC is that [Redacted] should be put under 138 (1)c and that [Redacted] be put under 139(1)b. I speak to the Premier and she says on [Redacted]
08 Nov 2020

1. National Lotteries Chairman &
   board member - [redacted]

2. DG communication & digital
   Technologies +
   SAPO CEO -
   [redacted]

3. Central Energy Fund CEO +
   National Energy Regulator SA
   • [redacted]

4 Cross Roads Border Transport
Agency - [redacted] 18:54

Thank you 18:56

15 Nov 2020

Afternoon Cde

You are invited to the NDRC
meeting on Wednesday. Please
confirm your attendance by
tomorrow afternoon.

Date: Wednesday, 18 November
20 May 2020
Evening Cde

Please find the list from the NEC Sub-Committee on Communication with regards to the MDDA board.

1. Mr
2. Ms
3. Ms
4. Ms
5. Ms
6. Ms
7. Ms
8. Ms
9. Ms
10. Ms
11. Ms
12. Ms
13. Ms
14. Ms
15. Ms
16. Ms
17. Ms
18. Ms
19. Ms

The list is going to be sent to the Parliament Portfolio Committee.
The list is going to be sent to the Parliament Portfolio Committee. Please do give input ASAP to

22 May 2020

Afternoon Cde

I have emailed the documents. The password for documents is:

Docs well received Cde
28 Sep 2020

Cde [redacted] good evening. I saw the PBO email. I will not be commenting because I am part of the committee dealing with the matter. 2. I will be reverting to you about the workshop day. I must still look at the program. 3. Thank you about the NAMC advert.

Regards

19:43

Evening

Thank you very much 23:00 //

29 Sep 2020

Your security code with [redacted] to learn more.

16 Oct 2020

INVITATION FOR NOMINATIONS

INVITATION OF PUBLIC NOMINATIONS FOR
POTENTIAL CANDIDATES TO BE CONSIDERED
FOR APPOINTMENT TO THE
COUNCIL OF THE FILM AND PUBLICATION BOARD (FPB)

Ms. Stella Seribanda, Minister, the Minister of Communications and Digital Technologies invites the public to nominate potential persons to be considered for appointment to the Council of the Film and Publication Board, in terms of section 46 of the Film and Publications Act, 1954.
08 Jun 2020

Afternoon Cdes

Hope you are all

On Friday an email was sent to all members with regards to the DG of Dept Small Business. Please recommend comrades to apply directly and inform us of who you have referred.

The deadline is on Wednesday the 10th of June 2020.

Regards

11 Jun 2020

Afternoon Cdes

Hope you are all well and safe.

You are kindly invited to the ANEC Deployment Committee meeting which is scheduled as follow:
13 Jul 2020
Afternoon Cdes

Please find the list for the MDDA board. The list is of 10 names however only 4 will be appointed.

Please give input by end of Business day tomorrow.

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10. 

Regards

Please add the name of [REDACTED]. She has applied for the board. An activist of the ANCWL and ANC and YWD. That will be our submission.
13 Jul 2020

You

139821 Advert.pdf • 1 page

Morning Cdes

Reminder that this post for Auditor General is is closing today. Please encourage comrades to apply.

Regards

[Redacted]

10:26

Yes I did. Remind me after selection and shortlisting

28 Jul 2020

Evening Cde's

Please note that you were all sent emails this morning requesting urgent input into the NYDA board. Please do make input ASAP.

Regards

[Redacted]
28 Jul 2020

Evening Cde’s

Please note that you were all sent emails this morning requesting urgent input into the NYDA board. Please do make input ASAP.

Regards

29 Jul 2020

20:04

07:18

07:27

03 Aug 2020

Morning Cdes

Please note that emails which require your input were circulated yesterday for urgent input.
03 Aug 2020

Morning Cdes

Please note that emails which require your input were circulated yesterday for urgent input.

Regards

I support [Redacted] for AG
I part timev info

Askies the Info regulator is [Redacted]

Evening Cdes

I have just emailed all members documents with regards to the DG of Home Affairs. Please do give input before Wednesday the 5th of August.

Regards

04 Aug 2020
29 May 2020

Hi is it possible to share adverts of nominations of boards

Which adverts?

You
Morning Cde

The DSG has requested SACP & COSATU...

Feedback on this?

Thape
DBSA and Saria board adverts

Some of the ppl I am submitting you have their CV from the last submission. I will email you the list for now whilst waiting for the CV.

Both did not have adverts. The DBSA presentation is in the last email I sent you.

Please send all the names & cv in one email so that I can forward it as is. I've already sent a list through
Both did not have adverts. The DBSA presentation is in the last email I sent you.

Please send all the names & cv's in one email so that I can forward it as is. I've already sent a list through.

When will you send the list

Now

I responded to your email, but please ensure BDSA is done ASAP.

Email you the DBSA list. I am shot of two CV's though

I understand there is ICASA board nomination as well. Please let me know as soon as you have details

Or advert

The ICASA process is too far gone. It's basically concluded.
Email you the DBSA list. I am shot of two CV's though

I understand there is ICASA board nomination as well. Please let me know as soon as you have details

Or advert

The ICASA process is too far gone. It's basically concluded.

Email you the DBSA list. I am shot of two CV's though

What is the order of priority if any?

This message was deleted.

Do you have the list of priority yet or must I just submit them as is?

Submit as is
Please confirm this is the list

20:13

21:53

Including yes 21:53

Did you send the cv? 22:20

30 May 2020

Morning

Please send that cv ASAP. I want to have sent everything else by 09:00 07:10

Please also advise Cde to apply for the transport board s

Eish just woke up let me check if
06 Oct 2020

Morning

Please share his number

Is he going to replace Cde [REDACTED] or they will alternate?

11:46

04

You

Is he going to replace Cde [REDACTED] they will alternate?

They will alternate and attend

11:47

Friday is not looking good for Cde [REDACTED] He has an commitments already scheduled from 08h00.

11:48

08 Oct 2020

Morning

How are you doing?

Has Cde [REDACTED] confirmed?
13 Jul 2020

Evening Cde [redacted]

Are these the names of shortlisted candidates?

18:18

Yes, these names are going to Parliament to be discussed

18:21

Cde [redacted] had applied.
She was a candidate of the ANCWL and she is a good comrade. One of the comrades behind the YWD.

18:23

17 Jul 2020

You

139821 Advert.pdf - 1 page

Morning Cdes

Reminder that this post for Auditor General is is closing today. Please encourage comrades to apply.

Regards
Hi

Please add Cde [redacted] to the deployment committee group.
Thanks

11:45

Morning

Please share his number

11:46

Is he going to replace Cde Solly or they will alternate?

11:46

[redacted]

11:47

You

Is he going to replace Cde [redacted] or alternate?

They will alternate and attend

11:47

Friday is not looking good for Cde [redacted] as he has an commitments already scheduled from 08h00.

11:48

08 Oct 2020

Morning
25 May 2020

Morning

Did you receive the documents? 07:13

What is the ID number? 08:08

27 May 2020

> Forwarded

RESUME

or

[Completely blank]

CV-1.pdf.pdf.pdf
4 pages • 202 KB • pdf

09:54

> Forwarded

UNIVERSITY OF THE NORTH

TRANSCRIPT OF ACADEMIC RECORD

[Completely blank]
09 Oct 2020

Cde S____ne 08:36

Bheki Ntshalintshali

CV-1.pdf.pdf.pdf - 4 pages

This was your recommendation

08:37

16 Oct 2020

INVITATION FOR NOMINATIONS

INVITATION FOR NOMINATIONS FOR POTENTIAL CANDIDATES TO BE CONSIDERED FOR APPOINTMENT TO THE COUNCIL OF THE FILM AND PUBLICATION BOARD (FPB)

Mr. S. Mokonyane, Minister of Communications and Digital Technologies invites the public to nominate potential persons to be considered for appointment to the Council of the Film and Publication Board in terms of section 20 of the Film and Publication Act, 1996 (Act no. 3 of 1996) (the "Act") as amended.

Nominations should be submitted to the Ministry of Communications and Digital Technologies by no later than Friday, 30 October 2020.

A nomination must be submitted through a nomination form obtainable from the Department's websites.

Afternoon Cdes

Please find the above and encourage comrades to get themselves nominated and not me of the comrades who have been nominated.
29 May 2020

Afternoon

Which position is this recommendation from?

30 May 2020

Prassa 18:14

01 Jun 2020

You
Morning Cde

The DSG has requested SACP & COSATU...

Morning

Is COSATU going to participate in this?

08:3

11 Jun 2020
21 Sep 2020

Hi, I have not received the documents please forward them.

08:12

We did not send documents, the issue of documents will be dealt with in the workshop

08:13 //

The workshop will be dealt with in the last item.

08:14 //

So, the info comrade [redacted] to is not circulated to members?

08:26

No, the issue of leaks has been a concern which was said it will be discussed at the workshop. Suggested date is 2nd week of October to have the workshop

08:27 //

We only received these documents late last night also. The next document I got after 8 am today

08:28...
24 Oct 2020

Afternoon Cdes

Please find attached and comment before end of business on Monday. There is only one vacancy.

Kind regards

What happened with the PRASA Board? We had submitted a name through the ANC data as well another person applied direct to the department. The decision of the Deployment Committee was that [redacted] were to talk to us, and he never did only to know the pronouncement through [redacted]. What happened? I called [redacted] but he is not answering his phone. Regards

Afternoon

I will give him a call & refer him to you.
Afternoon
24 Oct 2020

I will give him a call & refer him to you.

I spoke to him. He blames you, but he promised to correct in another coming board. I submitted on different occasions two names one of [REDACTED] through the ANC data and another one Andile direct to the advert. But we would coordinate better the next time.

Regards

I did inform him that [REDACTED] was the name that came through ANC.

03 Nov 2020

Morning Cdes

Please send names and cv's of comrades who would be interested and qualify for the following positions;
20 May 2020
Evening Cde

Please find the list from the NEC Sub-Committee on Communication with regards to the MDDA board.

1. [Redacted]
2. [Redacted]
3. [Redacted]
4. [Redacted]
5. [Redacted]
6. [Redacted]
7. [Redacted]
8. [Redacted]
9. [Redacted]
10. [Redacted]
11. [Redacted]
12. [Redacted]
13. [Redacted]
14. [Redacted]
15. [Redacted]
16. [Redacted]
17. [Redacted]
18. [Redacted]
19. [Redacted]

The list is going to be sent to the
16 Feb 2021

Morning Cde GS

The USAASA (Universal Service & Access Agency of SA)

Are looking for an interim board member with a strong audit and finance background.

Do you have any recommendations?

Morning I would submit one name to you this afternoon if that’s ok with you? Regards

Yes, that’s fine. Thank you

Curriculum Vitae

[Attachment: CV.pdf]
Morning Cde GS

We will be discussing;
- Amatola Water Board
- Cross Border Road Transport Agency
- CEO SA Weather Services(TBC)

05:09

Thanks, should be reminded about our candidate. He had undertaken to address it as he could not attend to this matter of the previous deployment. Regards

05:15

봐 You deleted this message. 07:10

I have reminded them, thank you

07:11

25 Jan 2021

Morning, please send the link.

Regards
The list is going to be sent to the Parliament Portfolio Committee. Please do give input ASAP to

21:46

I am [redacted] from DSG’s office

21:47

21 May 2020

I would like to make the following inputs: Support [redacted]

19:34
Learn more.
04 Nov 2020

Morning Cdes

Please send names and cv’s of comrades who would be interested and qualify for the following positions;

- CEO of SA Weather Services
- CEO of SA National Bio Diversity Institute

Please do send to myself on [email] before end of day on Thursday.

Your security code with [email] changed. Tap to learn more.

Thanks I'll do so  

On our documents no.92 [email] Has strong experience in water affairs and masters in microbiology, Bsc honours in cell biology
Morning Cdes

Please send names and cv's of comrades who would be interested and qualify for the following positions;

- CEO of SA Weather Services
- CEO of SA National Bio Diversity Institute

Please do send to myself on [redacted] before end of day on Thursday.

Thanks I'll do so

On our documents no.92 [redacted]. Has strong experience in water affairs and masters in microbiology, Bsc honours in cell biology
30 Jun 2020

Morning Cdes

Please find attached adverts and encourage comrades to apply directly and inform me of the comrades you have advised to apply.

Regards

DG Advert - Luthuli.pdf
2 pages · 221 KB · pdf

Justice .jpg
199 KB · jpg

05 Jul 2020
25 Jun 2020

Reminder of Deployment Committee meeting tomorrow with the President!

Login details will be sent at 08:00, please be logged in by 09:50.

Regards

26 Jun 2020

Noted Cde

Deployment Committee Meeting with the President.
Friday, 26 June @ 10:00

Meeting ID: 87905726083
Password: 180584

Thanks

Got it thanx Cde
Afternoon Cdes

Please find the list for the MDDA board. The list is of 10 names however only 4 will be appointed.

Please give input by end of Business day tomorrow.

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Regards

17 Jul 2020

You
05 Jul 2020

Applications for Appointment of Auditor General of South Africa

139821 Advert.pdf
1 page • 505 KB • pdf

18:05

Evening Cdes

Please find the document and encourage comrades that qualify to apply directly and inform us on who you have recommended.

Keep safe,

18:05

Thanx Cde

13 Jul 2020
17 Jul 2020

You

Morning Cdes

Reminder that this post for Auditor General is closing today. Please encourage comrades to apply.

Regards

10:26

28 Jul 2020

Evening Cde’s

Please note that you were all sent emails this morning requesting urgent input into the NYDA board. Please do make input ASAP.

Regards

20:04
16 Oct 2020

INVITATION FOR NOMINATIONS

INVITATION FOR NOMINATIONS FOR POTENTIAL CANDIDATES TO BE CONSIDERED FOR APPOINTMENT TO THE COUNCIL OF THE FILM AND PUBLICATION BOARD [PP]

Mr. Stree Sreekanth, Acting Director, the Ministry of Communications and Digital Technologies, invites the public to nominate potential persons to be considered for appointment to the Council of the Film and Publication Board in terms of section 6(b) of the Film and Publication Act, 1996 (Act no. 66 of 1996) ("the Act").

A nomination must be submitted to the Ministry of Communications and Digital Technologies by no later than today, 30 October 2020.

Afternoon Cdes

Please find the above and encourage comrades to get themselves nominated and notify me of the comrades who have been nominated.

Stay safe, regards

24 Oct 2020

LIST OF SHORTLISTED CANDIDATES FOR THE PUBLIC SERVICE COMMISSIONER POSITION

Shortlisted 16 candidates from 151 applicants, committee also took into account gender representation.

1. [Redacted]
20 Aug 2020

Evening Comrades

Hope you are well and safe.

Would just like to remind members of the advert for the DG of Communications which was presented in the last meeting. The deadline for applications is tomorrow.

Kind regards

09 Sep 2020

Your security code with Sfiso changed. Tap to learn more.

28 Sep 2020

Cde [Redacted] good evening. I saw the PRO email. I will not be.
28 Jul 2020

Morning Cdes

Please note that emails which require your input were circulated yesterday for urgent input.

Regards

Evening Cdes

I have just emailed all members documents with regards to the DG of Home Affairs. Please do give input before Wednesday the 5th of August.

Regards

Will do 18:20

15 Aug 2020

Forwarded

AFRICAN NATIONAL CONGRESS
SECRETARY GENERAL'S OFFICE
The Westley, No 15, East Road, Johannesburg, 2070, 0123/8452/9596
24 Oct 2020

LIST OF SHORTLISTED CANDIDATES FOR THE PUBLIC SERVICE COMMISSIONER POSITION

Shortlisted 19 candidates from 151 applicants. Committee also took into account gender representation.

LIST OF 19 SHORTLISTED CANDIDATES.pdf
1 page • 31 KB • pdf

13:08

Afternoon Cdes

Please find attached and comment before end of business on Monday. There is only one vacancy.

Kind regards

13:09

03 Nov 2020

Morning Cdes

Please send names and cv's of comrades who would be interested and qualify for the following positions;

CEO of SA Weather Services

13:19
03 Nov 2020
Morning Cdes

Please send names and cv’s of comrades who would be interested and qualify for the following positions;

- CEO of SA Weather Services
- CEO of SA National Bio Diversity Institute

Please do send to myself on
before end of day on Thursday.

13 Nov 2020
Thapelo can’t take r call . I am chairing, please text

Sorry, was checking if you are attending the Deployment Committee on Monday at 8?

Yes, I am cde
26 Jan 2021

Afternoon Cde

Please verify that the listed email is the correct one, if not, please provide the correct one for Deployment Committee Communication.

Thank you

Deployment Committee
Members Emails.docx
1 page · 17 KB · docx

My email address is correct Cde

Thank you

28 Mar 2021

Cde I see you are trying to get a response from me. I am currently in the NEC, I must still try and move meetings tomorrow. I will come back immediately to you.
29 Jul 2020

Afternoon Ma

Hope you are safe & well.

The Deployment Committee's input into the NYDA, who should I communicate it with? 13:00

You
Afternoon Ma

Hope you are safe & well.

You must communicate with me on all Parliament issues 13:01

The Development Committee supports the NYTT recommendations and added the following names;

14:36

You
The Development Committee supports the NYTT recommendations and added the
Join our Cloud HD Video Meeting
Zoom is the leader in modern...
us02web.zoom.us

Topic: ANC Deployment Meeting
Time: Oct 9, 2020 08:00 AM
Johannesburg

Join Zoom Meeting
https://us02web.zoom.us/j/83603071348?
pwd=ZThEVrEyRvJ0ZIdQV1NrODdLekt1UT09

Meeting ID: 836 0307 1348
Passcode: 326516

Sure, you said I'll should join around 8:20 or join now and be in the waiting room?

Please join now, will allow you in around 8:20

In case it finishes sooner

Sure

We should be done in 5/10mins we are concluding