

Table 4: Proposed Shortlist

| Rank | Full Name  | Race    | Gender | Qualifications   | Current or most recent position and Employer   | Comments  |
|------|------------|---------|--------|--|--|---|
| 15   | [REDACTED] | Indian  | Male   | Master of Business Administration Degree and BSc Degree in Electrical Engineering                                      | General Manager: Southern Africa Energy / Mega Projects at Eskom from 2016 to date                           | Served as an Executive Manager: Electricity Regulation at NER / NERSA from 2002 to 2007                             |
| 16   | [REDACTED] | White   | Female | MSc Degree in Economics and BA Honours Degree in Economics   | Managing Director of Lungiswa Energy Pty Ltd from June 2017 to date  | Served as a Full-Time Regulator Member Primarily Responsible for Piped Gas at NERSA from October 2005 to March 2013 |
| 20   | [REDACTED] | African | Male   | Master of Business Administration Degree, Postgraduate Diploma in Engineering and BSc Degree in Electrical Engineering | Deputy Director General: Energy Programmes & Projects at the Department of Energy from November 2018 to date | Served at various portfolios at the Department of Energy since April 2014 to date                                   |
| 30   | [REDACTED] | African | Male   | Master of Business Leadership Degree, Bachelor of Commerce Degree and BSc Degree in Chemical Engineering               | Full Time Regulator Member: Petroleum Pipelines Regulation at NERSA from January 2018 to date                | Serving as Full Time Regulator Member: Petroleum Pipelines Regulation at NERSA from 16 January 2018 to date         |
| 5    | [REDACTED] | African | Male   | Master of Engineering Management Degree and Bachelor of  | Chief Executive Officer of Africa Energy Corporation from January 2019 to date                               | Served as Energy Advisor to the State President of RSA from   |

**REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATOR  
MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)**

|    |            |         |        |   |   |
|----|------------|---------|--------|---|---|
|    |            |         |        | Engineering Honours Degree  | February 2015 to January 2018   |
| 17 | [REDACTED] | African | Female | LLB Degree, B Proc Degree and Diploma in Company Direction                            | Currently Acting CEO at NERSA from March 2020 to date   |
| 28 | [REDACTED] | African | Male   | MSc Degree in Macro Economics, B Admin Honours Degree in Economics and B Admin Degree | Served as Full Time Chairperson at Municipal Demarcation Board from May 2009 to February 2014 |

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 will 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 [REDACTED] (Interim Chairperson, NERSA) for consultation purpose by [REDACTED] on the 16<sup>th</sup> of March 2021 because she could not attend the meeting of 15<sup>th</sup> March 2021.

4.2. On the 16<sup>th</sup> of March 2021, [REDACTED] sent a brief report on the shortlisting to [REDACTED].

REPORT ON CONFIRMATION OF SHORTLIST FOR THE POSITION OF NERSA'S FULL-TIME REGULATOR  
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- 4.3. [REDACTED] 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 [REDACTED] 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 18<sup>th</sup> March 2021 with the Director-General.
- 4.4. During the Microsoft Teams meeting of the 18<sup>th</sup> of March 2021 to confirm the preliminary shortlist proposed with the Director-General, the issues raised by [REDACTED] were responded to by [REDACTED]
- (a) [REDACTED] 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) [REDACTED] experience at the Municipal Demarcation Board is more in a regulated environment and he has been put in the final shortlist.
- (c) [REDACTED] 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 [REDACTED] 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.

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MEMBER DESIGNATED AS CHIEF EXECUTIVE OFFICER (FTRM-CEO)**

[Redacted]

Chairperson of the HRRC - NERSA  
Date: 24 March 2021

[Redacted]

Interim Chairperson of NERSA  
Date:

[Redacted]

CD: SOE Oversight  
Date:

[Redacted]

HOD: HR Transactions  
Date: 25 March 2021

[Redacted]

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)





|                     |                         |
|---------------------|-------------------------|
| Position Title      | Chief Executive Officer |
| Date Advertised     | 11 December 2007        |
| Advert Closing Date | 18 January 2008         |

**Requirements (Qualifications) :** Minimum of Master's Degree or equivalent in Engineering / Finance / Economics / Law / Business Management

**Requirements (Experience) :** Minimum ten (10) years working experience including five (5) years in a Regulatory Environment and five (5) years at Executive Management  
Experience in economic regulation  
Sound understanding of regulatory policy in the South African context and of the South African Electricity, Pipelines, Gas and Petroleum Pipelines industries are of great importance

**Requirements (Skills) :** Strategic Management, Strategic Decision-making, Relationship Management, Performance Management, Leadership, Corporate Governance, Financial Management and Regulatory







| No. | Names and Surname  | Race / Gender   | Age | Province | Qualifications  | Skills and Areas of Expertise  |
|-----|--|-----------------|-----|----------|---|--|
| 6.  | <p>[REDACTED]</p> <p>Current Employment:</p> <p>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</p>                    | African, Male   | 50  | Gauteng  | <p>[REDACTED]</p> <p>Information Communication Technology.</p>  | <p>Masters of Information Technology, Degree of Bachelor of Library and Information Science, Baccalaureus Information Honours, Microsoft Project Certificate</p> |
| 7.  | <p>[REDACTED]</p> <p>Current Employment:</p> <p>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, Comastone Consulting IT Outsource Project Manager, ICT Works Consulting IT Outsource</p> | African, Female | 46  | Gauteng  | <p>[REDACTED]</p> <p>Executive and Strategic Leadership, Business Development, Researcher, Financial Management, Governance, Information Technology</p> | <p>Master of Business Administration, Bachelor of Science, Senior Leadership Programme</p>   |



| No# | Name and Surname   | Race and Gender | Age | Province | Skills and Area of Expertise  | Qualifications  |
|-----|--|-----------------|-----|----------|---|---|
| 9.  | <p>[REDACTED]</p> <p>Current Employment:</p> <p>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 iCaro Flow-Thru, Payphone Section Technician and Database Administrator, Telkom SA Technician and Test Clerk/Telkom SA Telkom Technician ( Faults and Fitting)</p> | African Male    | 50  | Gauteng  | Business Management, Project Management, Technical, Contract Management, Financial Management | Baccalaureus Technologiae Education, Magister Technologiae: Business Administration, Doctoris Technologiae Business                                 |
| 10. | <p>[REDACTED]</p> <p>Current Employment:</p> <p>General Manager: Southern Africa IT Infrastructure Life Services at Evernex International, Director: Africa Software and Application Business Development at Kamital Afrique, Network Consultant at Ericsson,</p>  | Male            | 47  | Gauteng  | Strategic Leadership, Business Development  | MSc Information Technology Management, Diploma in Solution Sales Management, Diploma in Service Delivery Management, Diploma in Information Systems |

|     |   |                |    |         |            |   |   |
|-----|---|----------------|----|---------|------------|---|---|
|     | Regional Sales Manager at Tellnut(Pty)Ltd   |                |    |         |            |   | Engineering   |
| 11. | <p>[REDACTED]</p> <p>Current Employment:</p> <p>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,</p>   | Male           | 47 | Gauteng | [REDACTED] | Technical Skills, Communication, Executive Leadership, Production Management                      | MBA, PDBA, SABC Technology Accelerated Management Development Programme, National Diploma in Engineering Electrical, Post Graduate Diploma in Business Administration, Senior Certificate |
| 12. | <p>[REDACTED]</p> <p>Current Employment:</p> <p>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</p> | African Female | 54 | Gauteng | [REDACTED] | Marketing Communications, Graphic Design, Digital Marketing, Lecturer                             | PhD Communication Science, Diploma in Internet Studies, Ma International Communication, Diploma in Telecommunication, BA Communication Honours, BA Communication                          |
| 13. | <p>[REDACTED]</p> <p>Current Employment:</p> <p>Amscor General Manager, ACSA Corporate Specialist: Security Technology Projects, Head of Computer and Network Services at the University of</p>   | African, Male  | 51 | Gauteng | [REDACTED] | Executive and Strategic Leadership, Information and Communication Technologies Skills, Technical, | Masters of Business Administration, BSc. Computer Science   |

|     |  |                 |    |         |   |   |
|-----|--|-----------------|----|---------|---|---|
|     | <p>Witwatersrand, Advisor at the Department of Defence, DDG: Information Services at Department of Home Affairs, Centre Manager at CSIR, CIO at DPSA, IT Coordinator at Chartered Accountants Medical Aid Fund, System Analyst at South African Non-Government Organisations Network, Analyst Programmer at South African Airways</p>  | African, Male   | 63 | Gauteng | <p>Executive and Strategic Leadership, Corporate Governance, Technical, Communication</p> | <p>BA Hons in Media Studies, Postgraduate Diploma in Communication Science, Diploma in 21<sup>st</sup> Century Telecommunications, BA Hons in Speech and Drama, BA in Communication Science and Speech Drama, Advanced Marketing management Certificate, Certificate in Management Practice</p> |
| 14. | <p>Current Employment:<br/>Vamma 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</p> | African, Female | 36 | Gauteng | <p>Strategic Management, Business Management,</p>   | <p>Master of Business Admin (2019), Bachelor of Commerce Honours in Business Management, Diploma in Business Analysis, ND-Human Resources Management</p>  |
| 15. | <p>Current Employment:<br/>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 at</p>  |                 |    |         |   |   |

|     |  |               |    |              |  |  |
|-----|--|---------------|----|--------------|--|--|
| 16. | <p>SEDA, CRM Helpdesk Administrator at SEDA, ICT Administrator at SEDA, IT Intern at SEDA</p> <p>[REDACTED]</p> <p>Current Employment:</p> <p>ICT Director at NMBM, Senior IT Manager at EC Legislature, ICT Manager at Department of Safety and Liason, 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</p> <p>[REDACTED]</p> <p>Current Employment:</p> <p>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 Transet, Board Committee Member at SA Institute of Civil Engineers,</p> | 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)              |
| 17. | <p>[REDACTED]</p> <p>Current Employment:</p> <p>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 Transet, Board Committee Member at SA Institute of Civil Engineers,</p>  | 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 |

|     |  |                |            |         |   |   |
|-----|--|----------------|------------|---------|---|---|
| 18. | Engineering Manager Infrastructure and Operations at Transnet, Market Trader at Entrepreneurial Enterprise, SRC President and School Governing Body at St Barnabas College | African Female | 45         | Gauteng | Marketing and Communication, Corporate Governance, Leadership Skill, Project Management | Postgraduate Diploma in Business Management, Principles of Brand Management, Programme of Management Development, Project Management Certificate. |
| 19. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 20. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 21. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 22. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 23. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 24. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 25. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 26. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 27. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 28. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 29. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 30. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 31. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 32. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 33. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 34. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 35. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 36. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 37. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 38. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 39. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 40. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 41. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 42. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 43. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 44. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 45. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 46. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 47. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 48. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 49. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 50. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |
| 51. | [REDACTED]   | African Male   | [REDACTED] | Gauteng | [REDACTED]  | [REDACTED]  |



**Summary:**

**5 African females**

**14 African males**

**1 Lesotho national – in the process of naturalization**



| Name and Surname   | Race            | Age | Province   | Qualifications   |
|--|-----------------|-----|--|--|
| <p>1. [REDACTED]</p> <p>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</p> | African, Female | 50  | Gauteng  | Postgraduate in Management, Education,<br>Bachelor<br>Baccalaureus Paedonomalae,<br>Senior Teacher Diploma,<br>Management Service  |
| <p>2. [REDACTED]</p> <p>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</p>   | African, Male   | 51  | Gauteng<br><br>Nationality: Lesotho and in a process of naturalization | Executive and Strategic Leadership, Project Management, Lecturing, Research and Technology Development, Financial Management, Business Development<br><br>PhD, Master of Science, Bachelor Programme in Project Management, Senior Certificate |
| <p>3. [REDACTED]</p>   | African         | 57  | Gauteng  | Legal, Executive<br>Master Legum in Administrative   |

| Names and Surname   | Race / Ethnicity | Age | Province              | SPHS and / or other qualifications   | and Strategic Leadership   | and Municipal Law, Baccalaureurs Procurationis, Baccalaureurs Legum, Nyukela Public Service SMS Pre-Entry Programme |
|---|------------------|-----|-----------------------|--|--|---|
| <p>Director at MIC 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</p>   | Male             |     |                       |  |  |   |
| <p>4. [REDACTED]</p> <p>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 MetroplanTown and Regional Planners and Development Consultants, Research at Development and Land use Economists, Research Assistant at University of Natal</p> | African Male     | 52  | Gauteng<br>[REDACTED] | Organisational Leadership, Corporate Governance, Information Communication Technology, Finance | MBL, Bachelor of Social Science Honours, Bachelor of Social Science Senior Certificate |   |



# public enterprises

Department:  
Public Enterprises  
REPUBLIC OF SOUTH AFRICA

## DIRECTOR-GENERAL

### CANDIDATES NAME(S)

[REDACTED] [REDACTED] [REDACTED]

### SUITABILITY

SUITABLE

POSSIBLE

NOT SUITABLE

### RATINGS

1: None, 2: Below minimum requirements, 3: Equal to minimum requirements, 4: Exceeds Minimum Requirements, 5: Far Exceeds Minimum Requirements

|  |   |   |   |   |   |
|--|---|---|---|---|---|
| Postgraduate qualification (NQF Level 8)   | 1 | 2 | 3 | 4 | 5 |
| 10-years of experience at senior managerial level  | 1 | 2 | 3 | 4 | 5 |
| 5 years must be a member of SMS in the Public Service, preferably in the public sector   | 1 | 2 | 3 | 4 | 5 |
| Knowledge in the Global Economy, the Continental Economy, the Southern African Regional Economy and the South African Economy  | 1 | 2 | 3 | 4 | 5 |
| Knowledge of the South African Government's vision, strategies, plans, policies, programmatic activities and the institutional arrangements  | 1 | 2 | 3 | 4 | 5 |
| Experience in Global best practice in the design and management of State-owned entities  | 1 | 2 | 3 | 4 | 5 |
| Knowledge of the Public Enterprises portfolio in particular with respect to state capture and corruption   | 1 | 2 | 3 | 4 | 5 |
| Experience in Management practice in the South African Public Service.   | 1 | 2 | 3 | 4 | 5 |
| Knowledge and ability to work successfully with an executive authority or the equivalent. Leadership, management, administration, organizational design & development, change management, monitoring and evaluation. | 1 | 2 | 3 | 4 | 5 |
| Knowledge and ability to work effectively with other players in Government and the Private Sector.   | 1 | 2 | 3 | 4 | 5 |
| Z83 Form attached  | Y |   | N |   |   |
| CV attached  | Y |   | N |   |   |
| Certified Copies of ID and Qualifications attached   | Y |   | N |   |   |

Screening's comment

basadz!

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Certified a true copy of the original.  
 There is no indication that any unauthorized  
 person has altered the original document.

NAME: Swolene  
 DEPARTMENT OF PUBLIC ENTERPRISES  
 DATE: 11/07/2019

DEPARTMENT OF PUBLIC ENTERPRISES  
 507 4th FLOOR BUILDING  
 ARCADE STREET NATFIELD 0020  
 11 JUL 2019  
 Private and Confidential  
 DEPARTMENT OF PUBLIC ENTERPRISES



# Graduate School of Business Leadership

of the

## University of South Africa

This is to certify that



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,  
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#### COURSES

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MANAGING OPERATIONS AND MARKETING  
MANAGING INFORMATION / INFORMATION FROM DATA  
UNDERSTANDING ACCOUNTS AND COSTS / BUDGETING AND PERFORMANCE

NAME: [Signature]  
DEPARTMENT OF PUBLIC ENTERPRISES

DATE: 11.07.2009

Director and Executive Officer  
Graduate School of  
Business Leadership

Chairman  
SBL Board



30 May 2012

[Redacted]  
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 Kgathatso Tihakudi, National ID 7109245648086**

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:

| Qualification                      | Institution                 | Year | Found |
|------------------------------------|-----------------------------|------|-------|
| Metric                             |                             | 1989 | Yes   |
| Bachelor of Science in Engineering | University of Witwatersrand | 1996 | Yes   |
| Master of Business Administration  | University of Cape Town     | 2004 | Yes   |

**Recommended wording for press statements:**

Mr Tihakudi 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 Geeva Pillay, Chief Director, HR Planning, DPSA

SCANNED

**SAQA'S MISSION**

To ensure 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

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Website: [www.saqa.org.za](http://www.saqa.org.za)  
E-mail: [saqa@saqa.org.za](mailto:saqa@saqa.org.za)



we certify that



was admitted to the degree of

*Master of Business Administration*

on 18 June 2004



*[Signature]*  
Vice-Chancellor



*High Anwar*  
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

REPUBLIC OF SOUTH AFRICA



REPUBLIEK VAN SUID-AFRIKA

GOVT 381

# Senior Certificate (Std 10)

# Senior Sertifikaat (St 10)

(National Senior Certificate Examination)

(Nasionale Senior Sertifikaatëksamen)

DEPARTMENT OF PUBLIC ENTERPRISES  
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 ARCADEA KTYC FT HAN  
 11 JUL 2019  
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 MATHEO J. OBI  
 DEPARTMENT OF PUBLIC ENTERPRISES

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There is no indication that any unauthorized person has altered the original document.

AWARDED TO/TOEGEKEN AAN:

[Redacted Name]

NAME: M. Ofori  
DEPARTMENT OF PUBLIC ENTERPRISES

DATE: 11/07/2019

EXAM. NO/EKSAMENNR.

A482312

Subjects passed/Vakke geslaag

Symbol/Simbool

|                               |                              |    |
|-------------------------------|------------------------------|----|
| SOUTH SOTHO FIRST LANGUAGE HG | SUID SOTHO EERSTE TAAL HG    | D  |
| ENGLISH SECOND LANGUAGE HG    | ENGELS TWEDE TAAL HG         | B  |
| MATHEMATICS HG                | WISKUNDE HG                  | D  |
| PHYSICAL SCIENCE HG           | NATUUR EN SKEIKUNDE HG       | B  |
| TECHNICAL DRAWING HG          | TEGNIËSE TEKENE HG           | D  |
| ELECTRICIANS WORK SG          | ELEKTRISIENSWERK SG          | C  |
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| XXXXXXXXXXXXXXXXXXXXXXXXXXXX  | XXXXXXXXXXXXXXXXXXXXXXXXXXXX | XX |

G. J. van Niekerk

Examinations Officer  
Eksamenbeampte

J. A. Nain

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

This certificate has been exempted from the Matriculation Examination of the incorporated universities in the Republic of South Africa  
Hierdie sertifikaat is verduidelik van die Matriculation Examination van die ingeskrewe universiteite in die Republiek van Suid-Afrika

with effect from  
not ingesag van 1990/01/01

904

1464541F

[Signature]  
Secretary, Joint Matriculation Board  
Sekretaris, Gemeenskaplike Matrikulasiëraad

Issued without alteration or errors / Uitgereik sonder verandering of oortyding





# 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**

DEPARTMENT OF PUBLIC ENTERPRISES  
SUITE 401 IMPUNITY BUILDING  
NEVADA STREET, HAYFIELD 0033  
11 JUL 2019  
PRINTED PAGE 1/1  
HAYFIELD 0033  
DEPARTMENT OF PUBLIC ENTERPRISES

*Jan Kuyper*

Dean, Faculty of Engineering

*Arthur*

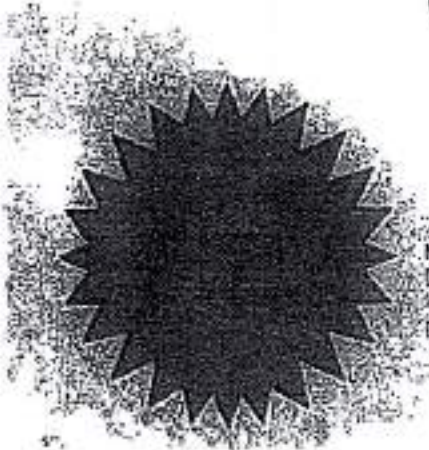
Vice-Chancellor and Principal

Certified a true copy of the original.  
There is no indication that any unauthorized  
person has altered the original document.

*[Signature]*

Registrar (Academic)

NAME: *Jan Kuyper*  
DEPARTMENT OF PUBLIC ENTERPRISES  
DATE: *11/07/2019*



**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**

Was 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( Fulltime 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 (LKY) 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**

**Wolfson 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 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 CPCP 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**

**Apr. 2012 to Mar. 2016**

**Air Traffic Navigation Service (ATNS)**

**Non-Executive Director**

**Aug. 1998 – Jul. 2002**

**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.

**Sep. 2004 – Dec. 2007**  
**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 Mechanician 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 franchise standards.

Representation of Volkswagen SA at dealer body meetings and rental and leasing companies association meetings (SAVRALA).

Reporting to General Manager: National Service

**Sep. 1996– Sep. 2004**  
**Denel Group**

**Conversion Centre Manager (Mar. 2004 – Sep. 20 04)**

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 client.

Chairing of the departmental Health & Safety Committee.

Reporting to Executive Manager: Operations

- Provides technical advisory services to support SOC's 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 SOC's and the in-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

**Jan. 2008 – Dec. 2012**

#### **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 Committee, 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



## Personal Information

Residential Address



Postal Address



Telephonic Contacts



Email



Marital Status



National Identification Number



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 SOC's' 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



Twitter: @kgathatsot





# public enterprises

Department:  
Public Enterprises  
REPUBLIC OF SOUTH AFRICA

## DIRECTOR-GENERAL

CANDIDATES NAME(S)

[REDACTED]

SUITABILITY

SUITABLE

POSSIBLE

NOT SUITABLE

RATINGS

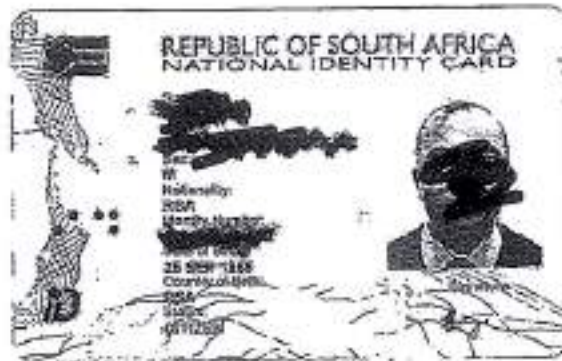
1: None, 2: Below minimum requirements, 3: Equal to minimum requirements, 4: Exceeds Minimum Requirements, 5: Far Exceeds Minimum Requirements

|  |   |   |   |   |   |
|--|---|---|---|---|---|
| Postgraduate qualification (NQF Level 8)   | 1 | 2 | 3 | 4 | 5 |
| 10-years of experience at senior managerial level  | 1 | 2 | 3 | 4 | 5 |
| 5 years must be a member of SMS in the Public Service, preferably in the public sector   | 1 | 2 | 3 | 4 | 5 |
| Knowledge in the Global Economy, the Continental Economy, the Southern African Regional Economy and the South African Economy  | 1 | 2 | 3 | 4 | 5 |
| Knowledge of the South African Government's vision, strategies, plans, policies, programmatic activities and the institutional arrangements  | 1 | 2 | 3 | 4 | 5 |
| Experience in Global best practice in the design and management of State-owned entities  | 1 | 2 | 3 | 4 | 5 |
| Knowledge of the Public Enterprises portfolio in particular with respect to state capture and corruption   | 1 | 2 | 3 | 4 | 5 |
| Experience in Management practice in the South African Public Service.   | 1 | 2 | 3 | 4 | 5 |
| Knowledge and ability to work successfully with an executive authority or the equivalent. Leadership, management, administration, organizational design & development, change management, monitoring and evaluation. | 1 | 2 | 3 | 4 | 5 |
| Knowledge and ability to work effectively with other players in Government and the Private Sector.   | 1 | 2 | 3 | 4 | 5 |
| 283 Form attached  | ✓ |   |   | N |   |
| CV attached  | ✓ |   |   | N |   |
| Certified Copies of ID and Qualifications attached   | ✓ |   |   | N |   |

Screeners's comment

Internal candidate.

basadz! advertising • communications • media



Certified a true copy of the original document

Date: 2019-07-17

*[Signature]*  
Clerk of the Court

Louis Trichardt Magistrate

CLERK OF THE COURT-MAGISTRATE  
MAGISTRATE OFFICE  
PRIVATE BAG 32403

12 JUL 2019

LOUIS TRICHARDT 1920  
CLERK OF THE COURT-MAGISTRATE

Conditions: This card has been issued by the Department of Home Affairs in terms of the Identification Act, Act 68 of 1997

Date of Issue: 06 JUL 2014

RSA

A barcode is located at the bottom of the card, with a small portrait icon to its left.

# University of Venda

|  |   |
|--|---|
| Certified a true copy of the original document |   |
| 2019-07-12<br>Date                             | <br>Clerk of the Court |
| Louis Trichardt Magistrate                     |   |



|   |
|---|
| CLERK OF THE COURT-MAGISTRATE<br>MAGISTRATE OFFICE<br>PRIVATE BAG X2403 |
| 12 JUL 2019   |
| LOUIS TRICHARDT 1925<br>CLERK OF THE COURT-MAGISTRATE                   |

This is to Certify  
that the

**Bachelor of Administration**

was Awarded to

**[REDACTED]**

at a Ceremony held on the

4th JUNE 1993

in Accordance with the Provisions of the  
Act and Statute

  
Vice Chancellor



  
Registrar

  
Dean



UNIVERSITY OF STELLENBOSCH

2 March 1997

Student number: 96-6335-5  
Date of birth : 25 September 1968

This is to certify that whereas



Certified a true copy of the original document  
2019-07-12  
Date  
Clerk of the Court  
Louis Trichardt Magistrate

has successfully completed the relevant one-year course of study, prescribed under the University's Statute and Regulations

the diploma of

CLERK OF THE COURT-MAGISTRATE  
MAGISTRATE OFFICE  
study, PRIVATE BAG X2403  
12 JUL 2019  
LOUIS TRICHARDT 0920  
CLERK OF THE COURT-MAGISTRATE

POST GRADUATE DIPLOMA IN SOCIAL RESEARCH METHODS

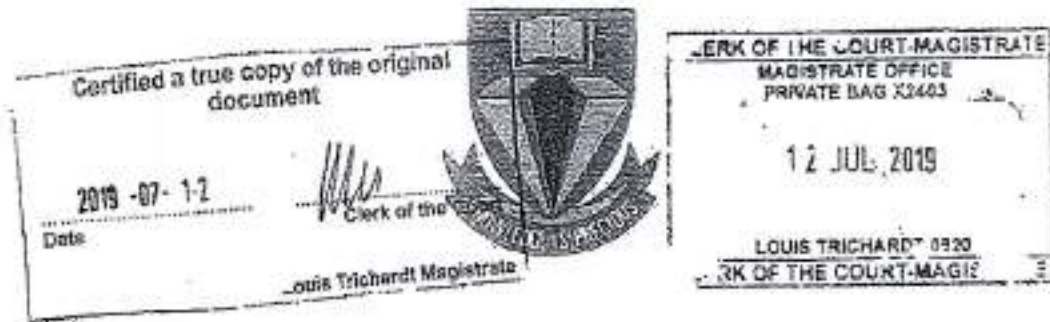
(POST GRADUATE DIPLOMA IN SOCIAL RESEARCH METHODS)

with all the rights and privileges pertaining thereto, was conferred on him in March 1997.

Certified an abridged translation of the original degree certificate.

REGISTRAR

# University of Venda



This is to Certify  
that the Degree of

**Honours Bachelor of Administration**

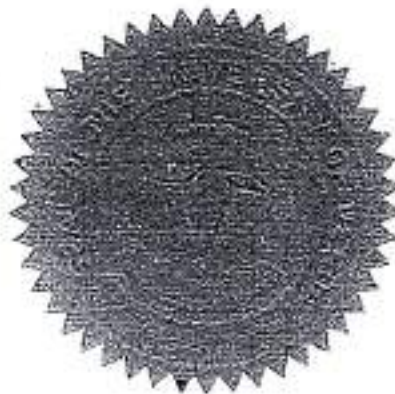
was Awarded to

[REDACTED]  
at a Ceremony held on the

20-SEP-97

in Accordance with the Provisions of the  
Act and Statute

*[Signature]*  
Vice Chancellor



*[Signature]*  
Registrar

*[Signature]*  
Dean

REPUBLIC OF SOUTH AFRICA



REPUBLIEK VAN SUID-AFRIKA

00127 257

# Senior Certificate (Std 10) Senior Sertifikaat (St 10)

*[Handwritten signature]*  
National Senior Certificate Examination  
Nasionale Senior Sertifikaat eksamen

AFRIKAANSE POLISIEDIENS  
STATION COMMANDER  
2017-07-23  
CLIENT SERVICE CENTRE  
HILDBRO  
AFRICAN POLICE SERVICE

AWARDED TO/TOEGEKEN AAN

IDENTITY NO./IDENTITEITS-NR

EXAM. NO./EKSAMENNR

Subjects passed/Vakke geslaag

Symbol/Simbool

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| TSONGA FIRST LANGUAGE HG        | TSONGA EERSTE TAAL HG           | C  |
| AFRIKAANS SECOND LANGUAGE HG    | AFRIKAANS TWEDE TAAL HG         | E  |
| ENGLISH SECOND LANGUAGE HG      | ENGLS TWEDE TAAL HG             | D  |
| ECONOMICS HG                    | EKONOMIE HG                     | C  |
| ACCOUNTING HG                   | REKENINGKUNDE HG                | C  |
| TYPING SG                       | TIK SG                          | E  |
| XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX | XX |
| XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX | XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX | XX |

*[Handwritten signature]*  
Examinations Officer  
Eksamenbeampte

*[Handwritten signature]*  
Director-General : Education and Training  
Direkteur-generaal : Onderwys en Opleiding

This candidate has been exempted from the Matriculation Examination of the incorporated universities in the Republic of South Africa  
Hierdie kandidaat is vrygestel van die Matrikulasiëksamen van die ingelyste universiteite in die Republiek van Suid-Afrika

with effect from  
met ingang van 1990/01/01

974

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*[Handwritten signature]*  
Secretary, Joint Matriculation Board  
Sekretaris, Gemeenskaplike Matrikulasiëraad

Issued without alteration or erasure / Uitgeleë sonder verandering of uitwissing



# UNIVERSITY OF CAPE TOWN

we certify that

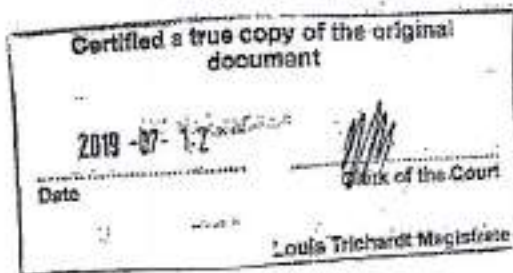


was admitted to the degree of

**Master of Philosophy**

in the Faculty of Engineering and the Built  
Environment

on 14 December 2000



Vice Chancellor

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 in 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**

[REDACTED]  
 Management Programme in Infrastructure Reform and Regulation  
 Graduate School of Business, University of Cape Town  
 Tel: [REDACTED] / Fax: [REDACTED]

[REDACTED]  
 Divisional Executive Sustainability (Ex- Eskom)  
 E-mail Address: [Steve.lennon1@biaipond.com](mailto:Steve.lennon1@biaipond.com)

[REDACTED]  
 Section Head: Policing & Programme Coordinator Postgraduate Studies,  
 Department of Safety and Security Management, Tshwane University of Technology  
 Tel: [REDACTED] x [REDACTED]



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:  
Stake holder 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)



**T R A I N I N G**  
**M A N A G E M E N T S O L U T I O N S**

## **CERTIFICATE OF COMPETENCE**

This is to certify that

[REDACTED]  
[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**

|                                   |
|-----------------------------------|
| SOUTH AFRICAN POLICE SERVICE      |
| STATION COMMANDER                 |
| 2017-07-23                        |
| CLIENT SERVICE CENTRE<br>HILLBROW |
| SOUTH AFRICAN POLICE SERVICE      |

*T. Visagie*

**T. Visagie (Managing Director)**

20 June 2014

Date

*[Signature]*

2014/06/20 CM

# Assessment College of South Africa (Pty) Ltd

Accreditation Number ETDP9963



ASSESSING ONE STEP AHEAD



## CERTIFICATE OF COMPETENCE

*H. J. de Vries*  
11/12/2013

This is to certify that

[REDACTED]

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 119753

on

*11 December 2013*

Certificate No. AC/14/OA00251

*[Signature]*

Director: Africa

10 April 2014  
Date



**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. name 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. [REDACTED]

[REDACTED]

S.A. CITIZEN

SURNAME [REDACTED]

FORE NAMES [REDACTED]

COUNTRY OF BIRTH: SOUTH AFRICA

[REDACTED]

DATE ISSUED [REDACTED]

ISSUED BY AUTHORITY OF THE DIRECTOR-GENERAL HOME AFFAIRS



RECEIVED BY VAN  
 WILHELM  
 RE 94  
 2017-07-23

2017-07-23

*[Handwritten Signature]*

2017-07-23

*[Handwritten Signature]*

SUID AFRIKAANSE POLISIEDIENS

STATION COMMANDER

2017-07-23

CLIENT SERVICE CENTRE  
 HILLBROU

SOUTH AFRICAN POLICE SERVICE



# public enterprises

Department:  
Public Enterprises  
REPUBLIC OF SOUTH AFRICA

## DIRECTOR-GENERAL

CANDIDATES NAME(S)

[REDACTED] [REDACTED]

SUITABILITY

SUITABLE

POSSIBLE

NOT SUITABLE

RATINGS

1: None, 2: Below minimum requirements, 3: Equal to minimum requirements, 4: Exceeds Minimum Requirements, 5: Far Exceeds Minimum Requirements

|  |   |   |   |   |   |
|--|---|---|---|---|---|
| Postgraduate qualification (NQF Level 8)   | 1 | 2 | 3 | 4 | 5 |
| 10-years of experience at senior managerial level  | 1 | 2 | 3 | 4 | 5 |
| 5 years must be a member of SMS in the Public Service, preferably in the public sector   | 1 | 2 | 3 | 4 | 5 |
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| Knowledge of the South African Government's vision, strategies, plans, policies, programmatic activities and the institutional arrangements  | 1 | 2 | 3 | 4 | 5 |
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| Knowledge of the Public Enterprises portfolio in particular with respect to state capture and corruption   | 1 | 2 | 3 | 4 | 5 |
| Experience in Management practice in the South African Public Service.   | 1 | 2 | 3 | 4 | 5 |
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| Knowledge and ability to work effectively with other players in Government and the Private Sector.   | 1 | 2 | 3 | 4 | 5 |
| Z83 Form attached  | ✓ |   |   | N |   |
| CV attached  | ✓ |   |   | N |   |
| Certified Copies of ID and Qualifications attached   | ✓ |   |   | N |   |

Screener's comment

Internal candidate

**DPE1 | Basadzi Media & Personnel**

---

**From:** [REDACTED]@il.com>  
**Sent:** Friday, July 26, 2019 10:20 AM  
**To:** DPE1 | [REDACTED] & Personnel  
**Subject:** Application: Director General REF NO DPE/2019/010  
**Attachments:** 20190725 CV.pdf; 20180910 Certified ID.pdf; 20190725 Certified academic record.pdf; 20190725 Cover letter - signed.pdf; Z83 - signed.pdf

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 Halstead

Johannesburg

25 July 2019

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 1996, 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.

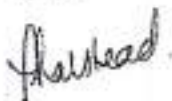
Since 2014, as a short term expert for the International Monetary Fund (IMF), I have advised a number of the governments in Africa, Middle East and Eastern Europe to align their institutional arrangements for governing SOEs with global best practice and improve the management of the companies so as to 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









## Application for Employment

|  |  |  |  |  |
|--|--|--|--|--|
| <p><b>WHAT IS THE PURPOSE OF THIS FORM</b></p> <p>To assist a government department in selecting a person for an advertised post.</p> <p>This form may be used to identify candidates to be interviewed. Since all applicants cannot be interviewed, you need to fill in this form completely, accurately and legibly. This will help to process your application fairly.</p> <p><b>WHO SHOULD COMPLETE THIS FORM</b></p> <p>Only persons wishing to apply for an advertised position in a government department.</p> <p><b>ADDITIONAL INFORMATION</b></p> <p>This form requires basic information. Candidates who are selected for interviews will be requested to furnish additional certified information that may be required to make a final selection.</p> <p><b>SPECIAL NOTES</b></p> <p>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 in so far as it may be required and permitted by law. Your personal details must correspond with the details in your ID or passport.</p> <p>2 - Passport number in the case of non-South Africans.</p> <p>3 - This information is required to enable the department to comply with the Employment Equity Act, 1998.</p> <p>4 - This information will only be taken into account if it directly relates to the requirements of the position.</p> <p>5 - Applicants with substantial qualifications or work experience must attach a CV.</p> | <b>A. THE ADVERTISED POST</b>  |  |  |  |
|  | <p>Position for which you are applying (as advertised)</p> <p><b>Director General</b></p> <p>Reference number (as stated in the advert)</p> <p><b>DPE/2019/010</b></p> | <p>Department where the position was advertised</p> <p><b>Public Enterprises</b></p> <p>If you are offered the position, when can you start OR how much notice must you serve with your current employer?</p> <p><b>30 days / Immediate (subject to agreement with NT)</b></p> |  |  |
| <b>B. PERSONAL INFORMATION</b>   |  |  |  |  |
| Surname  |  | [REDACTED]   |  |  |
| First Names  |  | [REDACTED]   |  |  |
| Date of Birth  |  | [REDACTED]   |  |  |
| ID number <sup>2</sup>   |  | [REDACTED]   |  |  |
| Race <sup>3</sup>  | African  | <input checked="" type="checkbox"/> White  | Coloured                                   | Indian                                 |
| Gender <sup>3</sup>  |  |  | <input checked="" type="checkbox"/> FEMALE | <input type="checkbox"/> MALE          |
| Do you have a disability? <sup>3</sup>   |  |  | <input type="checkbox"/> YES               | <input checked="" type="checkbox"/> NO |
| Are you a South African Citizen?   |  |  | <input checked="" type="checkbox"/> YES    | <input type="checkbox"/> NO            |
| If no, what is your Nationality  |  | N/A  |  |  |
| And do you have a valid work Permit?   |  | N/A  | <input type="checkbox"/> YES               | <input type="checkbox"/> NO            |
| Have you ever been convicted of a criminal offence or been dismissed from employment? <sup>4</sup>   |  |  | <input type="checkbox"/> YES               | <input checked="" type="checkbox"/> NO |
| If your profession or occupation requires State or official registration, provide date and particulars of registration.  |  |  | N/A  |  |
| <b>C. HOW DO WE CONTACT YOU</b>  |  |  |  |  |
| Preferred language for correspondence?   |  |  | English                                    |  |
| Telephone number during office hours   |  |  | [REDACTED]                                 |  |
| Preferred method for correspondence  |  | Post   | <input checked="" type="checkbox"/> Email  | Fax                                    |
| Correspondence contact details (in terms of above)   |  | [REDACTED]   |  |  |

| D. LANGUAGE PROFICIENCY - state 'good', 'fair' or 'poor' |                       |        |           |  |  |  |
|--|-----------------------|--------|-----------|--|--|--|
|  | Languages (specified) |        |           |  |  |  |
|  | English               | German | Afrikaans |  |  |  |
| Speak  | Good                  | Fair   | Fair      |  |  |  |
| Read   | Good                  | Fair   | Fair      |  |  |  |
| Write  | Good                  | Fair   | Fair      |  |  |  |

| E. QUALIFICATIONS * (please ignore if you have attached a CV with these details) |   |               |
|--|---|---------------|
| Name of School / Technical College   | Highest qualification obtained            | Year Obtained |
| <i>Tertiary education (complete for each qualification you obtained)</i>         |   |               |
| Name of Institution  | Name of Qualification                     | Year Obtained |
| University of London   | Master of Science: Economic Policy        | 2011          |
| City University London / Tavistock Institute                                     | Master of Arts: Organisational Consulting | 2009          |
| University of Cape Town  | MBA                                       | 2004          |
| University of Stellenbosch   | B.Comm Hons: Mathematics                  | 1997          |
| Current study (Institution and qualification)                                    |   |               |

| F. WORK EXPERIENCE * (please ignore if you have attached a CV with these details)   |                                    |      |    |    |    |                        |                                     |
|---|------------------------------------|------|----|----|----|------------------------|-------------------------------------|
| Employer (including current employer)   | Post held                          | From |    | To |    | Reason for Leaving     |                                     |
|   |                                    | MM   | YY | MM | YY |                        |                                     |
| DPE (seconded from NT)  | Acting DDG                         | 05   | 18 |    |    | Current position       |                                     |
| IMF (seconded from NT)  | Technical Assistance Advisor       | 01   | 18 | 04 | 18 | Request to come to DPE |                                     |
| KW (seconded from NT)   | Seconded                           | 01   | 17 | 12 | 17 | End of secondment      |                                     |
| National Treasury   | Chief Director: Sectoral Oversight | 03   | 07 | 12 | 16 | Seconded               |                                     |
| McKinsey & Company  | Associate                          | 09   | 05 | 12 | 06 | Resigned               |                                     |
| Old Mutual  | Project Manager                    |      | 03 | 12 | 03 | Resigned               |                                     |
| If you were previously employed in the Public Service, indicate whether any condition exists that prevents your re-employment |                                    |      |    |    |    | YES                    | <input checked="" type="checkbox"/> |
| If yes, provide the name of the previous employing department   |                                    |      |    |    |    |                        |                                     |

| G. REFERENCES (please ignore if you have attached a CV with these details) |                                     |                         |
|--|-------------------------------------|-------------------------|
| Name   | Relationship to you                 | Tel. No. (office hours) |
|  | DG and DDG at National Treasury     | 0824976397              |
|  | DDG at National Treasury/DDG at DPE | 0832125111              |
|  | DDG at National Treasury            | 0864730101              |

| 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: <i>[Signature]</i>  | 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 (SOEs), 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 SOEs.
- 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.
- Business Women of the Year South Africa finalist (2015).
- 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).



Email [Redacted]

Contact [Redacted]

Nationality: South African

### Key skills

- Banking and capital markets
- Infrastructure investment
- Risk management
- Corporate strategy

### Career History

- Department of Public Enterprises: oversight of Transport and Defence enterprises
- International Monetary Fund: Technical Assistance Advisor
- Kreditanstalt für Wiederaufbau (KfW): project and credit risk
- National Treasury of South Africa: oversight of State owned enterprises
- Nelson Mandela Foundation: development of a funding strategy
- McKinsey & Company: strategy and management consulting
- Banking and finance: various positions

### Education:

- MSc - Economic Policy (University of London) - with distinction (2011)
- MA - Advanced Organisational Consulting (City University London) (2008)
- MBA (University of Cape Town) - Cum Laude (2004)
- B.Com(Honours - Mathematics (University of Stellenbosch) - Cum

## **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"

[REDACTED]

**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.

**National Treasury: Chief Director – Sectoral Oversight (Mar 2007 – Dec 2016) *Permanent***

- 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.

**Nelson Mandela Foundation: Funding Strategy Development (Dec 2006 – Feb 2007)**  
*Consultant*

- 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.

**McKinsey & Company: Associate (Sept 2005 – Dec 2006) *Permanent***

- 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 (2016 – present)
- Trustee of the National Empowerment Fund (NEF), chairperson of the Human Capital and Remuneration Committee and a member of the Risk Management Committee (2009 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)
- Represented South Africa internationally at Athletics and Cross-country (1996, 1999). South African 1,500m champion (1999).
- 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*



Johannesburg

25 July 2019

The Department of Public Enterprises  
Private Box X15  
Pretoria  
0028

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Yours

*Shaheed*

A solid black rectangular redaction mark covering the name of the signatory.



# THE CITY UNIVERSITY

LONDON

THE TAVISTOCK INSTITUTE



# THE TAVISTOCK INSTITUTE®

## Master of Arts

We hereby certify that

**[REDACTED]**

was admitted on the 25th day of February 2009

by resolution of the Senate to the

Master of Arts in Advanced Organisational Consultation

VERBODEN DAT HIERDIE DOCUMENT IN WAARE AFDRIJK (AFSCRIFT) IS VAN DE OORSPRONKELIJK DOCUMENT TE WERVEN VOORDELE VAN DE ERSTVERMEREDE. WY WISSEN DIER VOORDELE EN DAT HIE IN WYSSING OF VERMOEDING OP DIE OORSPRONKELIJK DOCUMENT AANGEBRANG IS NE.

I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE ORIGINAL DOCUMENT FOR AUTHENTICATION. NO FURTHER ORIGINAL COPY HAS BEEN MADE. ANY AMENDMENT OR CHANGE WAS NOT MADE TO THE ORIGINAL DOCUMENT.

Handtekening/Signature: *Norman K. Lester*  
 MAGSNOMMER / FORCE NUMBER: 2600789-1  
 RANG / RANK: Vice-Chancellor  
 NAME IN DRUKSKRIF / NAME IN PRINT: N.S. Nemegety

*Eliet Avram*  
Director  
The Tavistock Institute

*[Signature]*  
Academic Registrar

SOUTH AFRICAN POLICE SERVICE  
STATION COMMANDER  
2019 -07- 25  
SCH  
PAP: 11/11/11  
SOUTH AFRICAN POLICE SERVICE

0000997



# UNIVERSITEIT VAN STELLENBOSCH

Hiermee word verklaar dat aangesien

[REDACTED]

die persoon met aan al die vereistes soos neergeleë in  
Statuut en Reëls van die Universiteit,  
die graad

HONNEUR BACCALAUREUS IN DIE HANDELSWETENSAPPE  
(HonsBComm)  
cum laude  
(Wiskunde)

met al die regte en voorregte daaraan verbonde by geleentheid van 'n  
kongregasie van die Universiteit in Desember 1997 aan haar verleen is.

*Abraham Wyle*

REKTOR EN VISEKANSIELIER

*De Vries*

DEKAAN



*Antzinger*

REGISTRATEUR

5 Desember 1997



University of London  
**DIPLOMA SUPPLEMENT**  
Transcript of Academic Records

4.3 Programme Details

[Redacted]

Mode of Study:

Student Number:

Date of Registration:

Qualification:

Distance Learning

January 2010

MSc in Finance (Economic Policy)



| Unit Name   | Unit Value Mark | Result |
|---|-----------------|--------|
|   | YEAR: 2010      |        |
| Bank Financial Management                             | 1 67            | Pass   |
| Public Financial Management: Revenue                  | 1 70            | Pass   |
| Macroeconomic Policy and Financial Markets            | 1 65            | Pass   |
| Microeconomic Principles and Policy                   | 1 63            | Pass   |
|   | YEAR: 2011      |        |
| Public Financial Management: Planning and Performance | 1 66            | Pass   |
| The International Monetary Fund and Economic Policy   | 1 70            | Pass   |
| Corporate Governance                                  | 1 69            | Pass   |
| Banking Regulation and Resolution of Banking Crises   | 1 65            | Pass   |

[Redacted]

Awarded: Master of Science in Finance (Economic Policy) with: **Distinction**

Date: 31 December 2011

Official Seal:

*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.

IK BEVESTIG DAT DIESE KOPIE VAN 'N WERK OF DOCUMENT (AFKOPIE) IS VAN DIE OORSPRONKELIKE WERK OF DOCUMENT (AFKOPIE) GEMAK.

IS. EK VERWYS DAARBY DAT DIE WERK OF DOCUMENT (AFKOPIE) IN WYSIGING OF VERANDERING OP DIE OORSPRONKELIKE WERK OF DOCUMENT BRING IS NIE.

I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE ORIGINAL DOCUMENT. I STATE THAT THE ORIGINAL DOCUMENT IS IN MY POSSESSION AND THAT NO AMENDMENT OR CHANGE HAS BEEN MADE TO THE ORIGINAL DOCUMENT.

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HANDTEKENS/ONTEKENS  
MAGSNOEMMER FORCIS NUMMER RANK RANK

NAAM IN DRUK/NAAM NAME IN PRINT *D.S. NEMAGHATHI*



Name of Student: [REDACTED] Date of Birth: 29/11/1978  
 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 - 2008  
 Language of Instruction: English

SOUTH AFRICAN POLICE SERVICE  
 STATION COMMANDER  
 2019-07-25  
 PARKVIEW  
 SOUTH AFRICAN POLICE SERVICE

**Record of Learning and Achievement:**

*Units studied*

| MODULE  | Mark | Credit |
|---|------|--------|
| 1 Crossing Boundaries & Building Relationships                                | 55   | 15     |
| 2 Diagnosing & Intervening in Small Systems & Subsystems                      | 72   | 15     |
| 3 Diagnosing & Intervening in Large Systems                                   | 65   | 15     |
| 4 Evaluating Organisational Change & Consultancy                              | 63   | 15     |
| 5 Consulting to Multiple Projects & Inter-organisational Systems              | 52   | 15     |
| 6 Consulting to Messes & Impossible Tasks                                     | 59   | 15     |
| 7 Ending Consulting Relationships   | 56   | 15     |
| 8 Reviewing Consultancy Practice  | 77   | 15     |
| 9 MA Dissertation: Exploring Middle Management-led Organisational Development | 61   | 60     |

FINAL MARK

FINAL MARK  
Pass

FINAL CREDITS  
180

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:

*Eliot Aron*

IK SERTIFISEER DAT HIERDIE DOKUMENT 'N WAAR AFDRIK (KOPIE) IS VAN DIE OORSPRONKELIKE DOKUMENT. I AM CERTIFYING THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE ORIGINAL DOCUMENT. WYSIGING OF VERANDERING OP DIE OORSPRONKELIKE DOKUMENT ANGE-  
 I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE ORIGINAL DOCUMENT. ANY AMENDMENT OR A CHANGE WAS NOT MADE TO THE ORIGINAL DOCUMENT.

*N. S. Nemaedzhuhli*  
 MAGENOMMER: 7600259-1 RANK: CSE  
 NAME IN PRINT: N-S NEMAEDZHULI



UNIVERSITEIT VAN STELLENBOSCH  
UNIVERSITY OF STELLENBOSCH

|                              |
|------------------------------|
| SOUTH AFRICAN POLICE SERVICE |
| STATION COMMANDER            |
| 2019-07-25                   |
| SCM PARKVIEW                 |
| SOUTH AFRICAN POLICE SERVICE |

ACADEMIC RECORD

Page: 2

Student number :  
Surname :  
First names :

Date of birth :

Type of Exemption: FULL EXEMPTION BY MATR. EXEMPTION BOARD

Date: 11 Febr 2005  
Title: MISS

| Year/Month | Programme/Modules        | Subj. type | -- Marks -- |    |    | Result                |
|------------|--------------------------|------------|-------------|----|----|-----------------------|
|            |                          |            | PH          | ON | AM |                       |
| 1997 Febr  | BComm (Hons) (FULL TIME) |            |             |    |    |                       |
| Nov        | Mathematics 770          |            |             |    | 66 | PASS WITH DISTINCTION |

The above-mentioned student formally satisfied all the requirements for the BComm(Hons) -Degree Cum Laude as at 5 Dec 1997, and was awarded this degree on 5 Dec 1997.

|           |   |  |  |  |    |              |
|-----------|---|--|--|--|----|--------------|
| 1998 Febr | Spec Student in Commerce (B) II (SPECIAL) |  |  |  |    |              |
| Nov       | Actuarial science 701                     |  |  |  | ** | DISCONTINUED |

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. 17). It is hereby certified that the student was registered at the university during the years mentioned above and that his/her conduct was satisfactory. (As far as present students are concerned, this certificate is valid from the date of issuing of this certificate.) This certificate is valid without alterations of any kind.

I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE ORIGINAL DOCUMENT AND THAT NO CHANGES OR AMENDMENTS HAVE BEEN MADE TO THE ORIGINAL DOCUMENT.

Handwritten signature: *N.S. Nemaodzhi*

Handwritten number: 200259-1

Handwritten name: *n.s. nemaodzhi*

Stamp: MAGSNOEMER / STATION NUMMER

*[Handwritten signature]*

S de Beer  
FOR THE REGISTRAR



Navors / Enquiries: S de Beer

Tel: (021) 808 4574

Verw./Ref.:

Universiteitskantoor \* University Offices

Privatek / Private Bag X1 \* Matieland \* 7802 \* Suid-Afrika / South Africa

Faks / Fax: +27 21 808 3022 \* www.sun.ac.za

05220



UNIVERSITY OF CAPE TOWN  
OFFICIAL TRANSCRIPT



TELEPHONE : [REDACTED]  
TELEGRAMS : [REDACTED]  
FAX : [REDACTED]

STUDENT RECORDS OFFICE  
PRIVATE BAG  
7700 RONDEBOSCH  
9 JUNE 2005

\*\*\* - STATEMENT OF ACADEMIC RECORD - \*\*\*

STUDENT NAME : [REDACTED]  
STUDENT NUMBER : [REDACTED]

| YEAR                            | DEGREE/COURSE | DESCRIPTION                                  | %  | SYM. | PROMOTION |
|---------------------------------|---------------|--|----|------|-----------|
| 2004                            | COMND6        | NBA P/T                                      | 72 | 2+   | CON       |
|                                 |               | G8B400C STRATEGY                             | 70 | 2+   |           |
|                                 |               | G8B402C NEGOTIATION                          | 75 | 2+   |           |
|                                 |               | G8B403A ACCOUNTING                           | 75 | 2+   |           |
|                                 |               | G8B405K ECONOMICS                            | 75 | 2+   |           |
|                                 |               | G8B407N CHANGE MANAGEMENT (FULL TIME)        | 60 | 2+   |           |
|                                 |               | G8B408U COMPANY ANALYSIS                     | 75 | 2+   |           |
|                                 |               | G8B408S DEPT. CONSULTING & FACILITATION      | 72 | 2+   |           |
|                                 |               | G8B413L MARKETING                            | 75 | 2+   |           |
|                                 |               | G8B413D LEADERSHIP                           | 57 | 2+   |           |
|                                 |               | G8B417C COACHING                             | 74 | 2+   |           |
|                                 |               | G8B417D MANAGEMENT CONTROL SYSTEMS           | 74 | 2+   |           |
|                                 |               | G8B423N DEVELOPING THE TALENT POOL           | 73 | 2+   |           |
|                                 |               | G8B427C BUSINESS, GOVERNMENT & SOCIETY       | 59 | 2+   |           |
|                                 |               | G8B439L MANUFACTURING AND OPERATIONS         | 78 | 2+   |           |
|                                 |               | G8B450M SOCIAL MARKETING                     | 77 | 2+   |           |
|                                 |               | G8B452N CONSUMER BEHAVIOUR MARKTG. STRAT.    | 81 | 2+   |           |
|                                 |               | G8B457B INFORMATION SYSTEMS                  | 75 | 2+   |           |
|                                 |               | G8B457M COMMS. LEARNING & LEADERSHIP (FT)    | 71 | 2+   |           |
|                                 |               | G8B452K MANAGING ORGANISAT. & HUM. RESOURCES | 86 | 2+   |           |
|                                 |               | G8B455A DATA ANALYSIS                        | 76 | 2+   |           |
| G8B483L FINANCE                 | 76            | 2+   |    |      |           |
| G8B484Z PROJECT MANAGEMENT (FT) | 85            | 2+   |    |      |           |
| 2005                            | COMND6        | NBA P/T                                      | 74 | 2+   | QUA       |
|                                 |               | G8B441N RESEARCH REPORT                      |    |      |           |

\* WILL BE ADMITTED TO THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (FULL-TIME) ON 24 JUNE 2005 WITH DISTINCTION

EK BEVROEFER DAT HIERHOE DOKUMENT W WASTE WEDNIK (AFENRIK) IS VAN DIE OORSPRONGELIKE...  
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*N. S. Nemaalshah*  
HANDWRITTEN SIGNATURE

MAGSNUMMER 7600785-1 RANG RANK [REDACTED]

NAAM IN DRUKSKRIF n.s. nemaalshah



THE CONDUCT OF THE STUDENT WAS SATISFACTORY

SEE OVERLEAF FOR AN EX 50074 AFRICAN POLICE SERVICE



FOR REGISTRAR

EK SERTIFISEER DAT WEDER DOKUMENT IN WEDER AFDRUK (OF DIE OORSPRONKELIKE OORSAK) IS 'N KERTIFISEERDE WEDERAFDRUK VAN 'N OORSPRONKELIKE OORSAK. WEDERAFDRUKKE VAN WEDERAFDRUKKE VAN 'N OORSPRONKELIKE OORSAK WEDERAFDRUKKE VAN 'N OORSPRONKELIKE OORSAK.

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UNIVERSITEIT STILLENBOSCH  
UNIVERSITY OF STILLENBOSCH

*n.s. nemaqozhulu*  
ACADEMIC RECORDS

Handwritten: 200259-1994  
Handwritten: n.s. nemaqozhulu

SOUTH AFRICAN POLICE SERVICE  
STATION COMMANDER  
2019-07-25  
SCM  
PARKVIEW  
11 Feb 2003  
SOUTH AFRICAN POLICE SERVICE

Type of exemption: FULL EXEMPTION, BY NATR. EXEMPTION BOARD

| Year/Month                  | Programme/Modules                 | Subj. Type | -- MARKS -- |     |                     | Result              |
|-----------------------------|-----------------------------------|------------|-------------|-----|---------------------|---------------------|
|                             |                                   |            | MR          | CH  | AM                  |                     |
| 1994 Febr                   | BComm (Mathematics) E (FULL TIME) |            |             |     |                     |                     |
|                             | Jun Business management 114       |            |             | 75  |                     | PASS WITH DISTINCT. |
|                             | Nov Economics 178                 |            | 77          | 81  |                     | PASS WITH DISTINCT. |
|                             | Financial accounting 188          |            | 88          | 91  |                     | PASS WITH DISTINCT. |
|                             | Business management 142           |            |             | 75  |                     | PASS WITH DISTINCT. |
|                             | Theory of interest 152            |            |             | 99  |                     | PASS WITH DISTINCT. |
|                             | Mathematics 178                   |            | 91          | 95  |                     | PASS WITH DISTINCT. |
|                             | Computer science 178              |            | 79          | 85  |                     | PASS WITH DISTINCT. |
|                             | Applied mathematics 144           | ADD. SUBJ. |             | 91  |                     | PASS WITH DISTINCT. |
| 1995 Febr                   | BComm (Mathematics) M (FULL TIME) |            |             |     |                     |                     |
|                             | Jun Mathematical statistics 214   |            |             | 95  |                     | PASS WITH DISTINCT. |
|                             | Applied mathematics 214           | ADD. SUBJ. |             | 84  |                     | PASS WITH DISTINCT. |
|                             | Mathematics 212                   |            |             | 89  |                     | PASS WITH DISTINCT. |
|                             | Mathematics 222                   |            |             | 100 |                     | PASS WITH DISTINCT. |
|                             | Nov Actuarial science 278         |            | 77          | 75  |                     | PASS WITH DISTINCT. |
|                             | Financial accounting 288          |            | 77          | 78  |                     | PASS WITH DISTINCT. |
|                             | Mathematical statistics 244       |            |             | 89  |                     | PASS WITH DISTINCT. |
|                             | Applied mathematics 244           | ADD. SUBJ. |             | 85  |                     | PASS WITH DISTINCT. |
|                             | Mathematics 242                   |            |             | 86  |                     | PASS WITH DISTINCT. |
| Mathematics 252             |                                   |            | 100         |     | PASS WITH DISTINCT. |                     |
| 1996 Febr                   | BComm (Mathematics) F (FULL TIME) |            |             |     |                     |                     |
|                             | Jun Actuarial science 324         |            |             | 87  |                     | PASSED              |
|                             | Mathematics 322                   |            |             | 85  |                     | PASS WITH DISTINCT. |
|                             | Mathematics 342                   |            |             | 80  |                     | PASS WITH DISTINCT. |
|                             | Mathematical statistics 314       |            |             | 84  |                     | PASS WITH DISTINCT. |
|                             | Nov Actuarial science 354         | ADD. SUBJ. |             | 72  |                     | PASSED              |
|                             | Mathematics 342                   |            |             | 77  |                     | PASS WITH DISTINCT. |
|                             | Mathematics 352                   |            |             | 96  |                     | PASS WITH DISTINCT. |
| Mathematical statistics 344 |                                   |            | 76          |     | PASS WITH DISTINCT. |                     |

The abovesmentioned student formally satisfied all the requirements for the BComm Degree Cum Laude as at 6 Dec 1996, and was awarded this degree on 6 Dec 1996.

>>> CONTINUED <<<



Nouvras / Enquiries: s de Beer  
Universiteitskantoor / University Office  
Private Bag / Private Bag X1  
Faks / Fax: [Redacted]

Tel.: (021) 208 4574  
www.sun.ac.za

Verw./Ref:



MINISTRY  
PUBLIC ENTERPRISES  
REPUBLIC OF SOUTH AFRICA

Private Bag X15, Hatfield, 0029 Suite 301 InfoTech Building 1090 Acadia Street Hatfield  
Tel: 012 431 1118/1150 Fax: 012 431 1038 Private Bag X9078, Cape Town, 8000 Fax: 021 465 2381

Table of Contents

1. Panel recommendation / overall interview sheet
  2. Advert for the Director-General's Post
  3. Suitable candidates list and CVs
    - Mr [REDACTED]
    - Ms [REDACTED]
    - Mr [REDACTED]
    - Mr [REDACTED]
  4. List of all applications
-

MS. [REDACTED] (SA)

## CURRICULUM VITAE

### PERSONAL INFORMATION

---

Title: [REDACTED]  
Preferred Name: [REDACTED]  
Residential address: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
2068  
Postal address: PO Box 1804  
Witkoppen  
Fourways  
2068  
Contact numbers: [REDACTED]  
E-mail: [REDACTED]  
ID Number: [REDACTED]  
Drivers License: [REDACTED]

### 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:

Highest Standard: Matric (1998)  
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  
2<sup>nd</sup> team Hockey  
Dux student

**TERTIARY EDUCATION:**

Institution: Rhodes University  
Degree Obtained: Bachelor of Commerce (Accounting)  
Period at University: 1999-2002  
Date of Completion: 2002

1.

**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 FQE

**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:**

IoD's Directorship courses  
Mervyn King's King III Update  
Doing Business in Africa  
Business Ethics  
Deloitte's M&A in Africa course

NAME OF ORGANISATION: Absa Capital, Johannesburg  
POSITION HELD: Investments Manager  
DATES OF SERVICE: June 2010 to October 2012

**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

NAME OF ORGANISATION: Medu Capital, Johannesburg  
POSITION HELD: Private Equity Associate  
DATES OF SERVICE: January 2008 to May 2010

**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 Saiccor
4. Grindrod Management Services
5. Multichoice Africa

**CURRICULUM VITAE****PERSONAL DETAILS**

First Name : [REDACTED]  
Other Name [REDACTED]  
Surname [REDACTED]  
Date of Birth [REDACTED]  
Marital Status : Married  
Residential Address [REDACTED]  
Postal Address : P O Box 35211, Menlo Park, 0102  
Telephone nos [REDACTED]  
Email Address [REDACTED]

**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 S A 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 Deloitte 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

Dec 2013 to date

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.

