



### Qualifications

B Comm (UFS 1977);  
B Compt Hons (UNISA 1981)  
CA (SA) (1987)

### Training

Executive Programme in  
Strategy and Organisation  
(Stanford University Business  
School 2001);  
TCTA Leadership  
Development Programme  
(GIBS 2005)  
AitX Director Programme (JSE  
& WBS 2009) and various  
technical short courses

### Member of Professional Bodies:

Institute of Chartered  
Accountants (SAICA),  
Institute of Directors (IOD)

An experienced executive and non-executive director (20 years) serving in organisations that require strategic redirection and governance alignment in the public and private sector.

Vast governance experience, which include chairing of organisations in the public and private sector (6years public sector and 4 years private sector) and has served as chairperson of board committees (Audit and Risk and Human Resources) for 20 years. Has worked with different institutional legal vehicles (Specific legislation, Companies Act, Trusts).

Substantial understanding of and experience in good corporate governance practices, corporate strategy, shareholder management models, enterprise wide risk management, regulatory compliance, financial reporting and analysis, human resource strategies and performance management. Over 20 years experience in and sound knowledge of Infrastructure development and funding on executive and non-executive level (TCTA, Johannesburg Water, ACSA,) repositioning, restructuring and turnaround of businesses (private and public sector – TCTA, Denel, NMI Group). Work in SADC countries includes Botswana, Lesotho, Mozambique, Namibia and Swaziland.

Work as Independent Consultant in governance, water, financial, funding and institutional arrangements and institutional transformation related areas. Work included:

- **ASISA** (Association for Savings and Investment South Africa) to promote investment in infrastructure 2016 – Current;
- **New Development Bank (BRICS)** in 2016 on RSA Public Procurement System;
- **Presidential Infrastructure Co-ordinating Commission (PICC)** (2012 – 2014) - a 20 months employment as Specialist on the PICC Technical Task Team that focus on the co-ordination, alignment and fast tracking of RSA's R 4 trillion National Infrastructure Plan (focus areas Strategic Integrated Projects Business plans, Skills Development, Innovative Building Technology, Localisation).
- In 2008 and 2009 project managed RSA bid to host the **2012 World Water Forum** in RSA - an international event that takes place every 3 years.

Made various presentations and was a panel member for conferences relating to financing and development of infrastructure on local and international level. Attended World Bank / IMF Annual meetings since 2002 to 2008. Attended and participated in annual World Economic Forum Africa meetings since 2003 to 2008. 2018 Facilitated the water infrastructure break away session at the recent SA Investment Conference.

Made various presentations and was a panel member for conferences relating to financing and development of infrastructure on local and international level. Attended World Bank / IMF Annual meetings since 2002 to 2008. Attended and participated in annual World Economic Forum Africa meetings since 2003 to 2008.

Martie was a recipient of the inaugural Woman in Water Award in 2002 and nominated for BWA Business Woman of the year in 2006.

### Sectors:

- Executive level: Capital Markets, Project Finance, Infrastructure Development
- Non-Executive level: Financial services and Banking (Project /structured/ specialized /trade finance), Utility Management, Aviation (Airports), Water and Sanitation, Defense & Aerospace, FMCG & Agri- processing.

### CURRENT NON-EXECUTIVE APPOINTMENTS

**Development Bank of Southern Africa: 1 Jan 2016 – 31 Dec 2018 and 1 April 2019 to current:**  
Non Executive Director on Board, Member of Audit and Risk Committee, Member of Board Credit and Investment Committee and Board Infrastructure and Knowledge Management Committee

*DBSA is a regional development funding institution playing an instrumental role in unlocking development by funding economic and socio economic infrastructure, providing project preparation and assessment services and managing third party development funds.*

<p><b>Etion Ltd – appointed Nov 2018 – current</b>  Non Executive Director on Board and Chairman of the Audit and Risk committee, Member of Human Resources Committee and Nominations Committee</p>	<p>A diversified digital technology company listed on Alt X.</p>
<p><b>Independent Regulatory Board for Auditors (IRBA) – appointed 10 May 2017- current:</b>  Non Executive Director and Deputy Chairman on Board, Chairman of the Disciplinary Advisory Committee and member of the Audit and Risk Committee</p>	<p>IRBA is the regulator of Registered Auditors in South Africa</p>
<p><b>Sephaku Holdings Ltd – appointed at AGM 22 September 2016 – current:</b>  Non Executive Director on Board and Chairman of the Audit and Risk committee, Member of Remuneration and Nomination Committee.</p>	<p>A company listed on the JSE building materials sector.</p>
<p><b>Ashburton Investments: Oct 2016 – current:</b>  Non Executive Member of Investments Credit Committee and Investments Credit Governance Committee</p>	<p>Ashburton Investments is multi asset manager.</p>
<p><b>First Rand Bank Ltd: 2011 – current:</b>  Non Executive Member of Wholesale Credit Committee International, Specialised/ structured and Project Finance</p>	<p>The credit committee review and approve facilities for the bank's products/brands above delegated mandates and have oversight over delegated credit committee approvals.</p>
<p><b>PREVIOUS NON-EXECUTIVE POSITIONS</b></p>	
<p><b>Denel Soc: 2010- 2015</b>  Chair Audit and Risk Committee from Aug 2010 to 15 Aug 2014;  Interim Chairman of Board - 15 Aug 2014 to 23 July 2015</p>	<p>Denel is a SOE in the defense and aerospace industry and have been on a turn round path since 2010. The performance for the last 4 years indicated a continual improvement and as such liquidity and solvency risks and was managed with a concerted effort to grow the top line whilst eliminating unnecessary costs. Denel posted in 2014 its 4<sup>th</sup> consecutive year of profits and increased the order book for the next 10 years to R31bn. The turn around continues. Through this period consistent performance and transparency ensured unwavering shareholder support.</p>
<p><b>Johannesburg Water (Pty) Limited:</b>  2009 – 2012: Chairman, Member of Remuneration Committee;  2001 – 2006: Chair Audit &amp; Risk Committee (2001 to 2005) Member of Remuneration Committee (2006), Acting Chairman in 2008  1999 - 2000 Advisory Board Member to create entity as part of Egoli 2001 programme</p>	<p>The municipal water utility (MOE) is responsible for delivering water and sanitation services to the 4,5 million people living in the City of Johannesburg via a network of 11 000km of pipelines to deliver reticulated water, 10 000 km of pipelines to collect waste water, operates 100 reservoirs and water towers and operate 6 waste water treatment plants. Annual turnover of R 5 billion and staff of 2 600. When created, the entity was not sustainable and various interventions was undertaken, including but not limited to integration of 13 departments of 7 municipalities into a single entity, organisational development, infrastructure development, tariff and addressing operational and service delivery performance. During the 1<sup>st</sup> 5 years a private sector management contract was entered into – a unique feature was the reducing expat skills and increasing local skills structure that speaks to local efficiency.</p>
<p><b>Headstream Water Holdings (Pty) Ltd: 2009 - 2016</b>  Shareholder and Chairman</p>	<p>A startup company with the exclusive rights in Sub Saharan Africa to sell Hybacs wastewater treatment technology, which was developed in Korea and commercialized by Blue Water Bio in the UK. Headstream Holdings acquired SAME (42%) in 2016. Projects rolled out mainly in local government and water board sector.</p>

<p><b>NMI Group of Companies and Trust(FMCG sector)</b>  2009 – 2013 (Director and Trustee)  Chair Group Agri Business EXCO,  Chair Group Audit &amp; Risk Committee (2009 – 2012)  Chair Group Marketing Committee,  Chair Namibia (2009 – 2013) and Botswana (2009 – 2010) subsidiaries</p>	<p>NMI is a group of private companies operating in Agri-processing business and FMCG industry (milling, production, distribution and selling of staple food and animal food and startup production of broilers) in 5 SADC countries. The annual turnover is R 3,5 billion with a staff compliment of 3 000. The Namibia operations contributes R 1,5 billion to the group's turnover and employs 1 400 people. Two green fields projects were embarked upon during my term, a new feeds plant dedicated to manufacturing of monogastric animal feed and establishment of a broiler industry (farming, abattoir and distribution network). The work involved also various engagements with political stakeholders (President level) and Trade and Industry officials.</p>
<p><b>Airports Company of SA Soc (ACSA)</b>  2010 – 2012: Director, Chaired Audit &amp; Risk Committee, Chaired Treasury &amp; Regulatory Committee, Member of Social and Ethics Committee;  2006 -2009: Specialist member of Audit and Risk Committee and Treasury &amp; Regulatory Committee</p>	<p>ACSA have embarked on an extensive capital upgrade phase since 2006 and with that the challenges for the roll out of such an ambitious programme (incl. funding, risk management, regulatory framework ad approvals). During the period ACSA also successfully tendered (with a Brazilian partner) for the concession to management one of Sao Paulo major international airports.</p>
<p><b>Bond Exchange of South Africa (BESA)</b>  2000 – 2003: Executive Committee Member  2003 – 2007: Governing Committee Member  2007- 2009: Director  Member of Audit and Risk Committee, Market Regulation Committee, Strategy Committee, Remuneration Committee</p>	<p>BESA was in 2000 still a mutual association of bond market participants (issuers, traders). After extensive consultation its was transformed and corporatised in 2003 and demutualized in December 2007. The JSE offer, for all the shares, were taken up by the shareholders and ownership transferred to the JSE with effect in June 2009, and from that date the independent non executive board ceased to exist.</p>
<p><b>AH Vest Limited (previously All Joy Foods):</b>  2008 – 2009: Non Executive Director and Chairman of Audit Committee</p>	<p>Manufacturer and distributor of food products. Joined the Board when African Harvest Investments bought the majority shareholding. Company is Alt-X listed.</p>
<b>PREVIOUS EXECUTIVE POSITIONS</b>	
<p><b>Trans Caledon Tunnel Authority (TCTA)1994 – 2008</b>  CEO 1998 to 2008  CFO 1994 to 1998</p> <p><i>Financial dimensions (2008):</i>  Revenue R 2, 500 billion;  Assets R 23 billion;  Debt book of R 25 billion</p>	<p>Repositioned TCTA after completion of the engineering works on Phase 1A (Katse Dam) as RSA Government Bulk Raw Water Supply Developer and Liability Manager. This included extensive consultation and agreement with local and international government structures and political leadership. RSA Cabinet approved TCTA's revised Notice of Establishment in 2000. This was preceded by changes in the Intergovernmental Protocols with Lesotho.</p> <p>Managed the development and implementation of mega water supply related infrastructure. Develop the project pipeline for projects after Lesotho Highlands Water Project (phase 1), Berg Water Project, Vaal Pipe line Project, Mooi Umgeni (Spring Grove Dam) Project, Olifants River Augmentation Project (MCWAP). Actively raised funding in the local and offshore capital markets, development funding agencies and export credit facilities. Was instrumental in the development of the local bond market, auction based funding mechanisms and inflation linked bonds. Annual funding needs varied from R 4 billion to R 5 billion. Structured institutional and financing arrangements to achieve co-operative governance and lowest possible funding rates. Developed sustainable long term water tariff models</p> <p>Actively managed stakeholder and shareholder relationships in political public and private sector. Actively</p>

*participated in the processes to restructure the water and sanitation sector.*

**Prior to 1994:**

Worked as a consultant for Deloitte (1992-1994); Mainly in business re-engineering.

Lectured at postgraduate level at UNISA – B Compt Hons in Advanced Taxation and Applied Auditing (1988- 1991)

Deloitte – Audit Senior (1985 -1987)

Worked in Commerce – Corobrik Bloemfontein (1980 – 1982), Senekal Co-op (1982 -1984)

Completion of articles (1980) at Viljoen Louw Bartel – now part of KPMG

Cell: [REDACTED] South African, languages: English, Afrikaans

## Executive Summary

**Investments, transaction and entrepreneurial experience, over 16 years' experience**

- Gained at KPMG corporate finance, sr manager (1997-1999), Anglo American corporate finance, analyst (1999-2001), Brait Private equity, deal executive (2002-2005).
- Co-founded and exited a BEE investment holding company that undertook investments in the financial services and information technology sectors (2005-2007). Former shareholder and Executive Director.
- Shareholder and inaugural director of African Women Chartered Accountants Investments Holdings, an ESG company that has around 55 African women shareholders and distributes a portion of profits to an association that develops African women chartered accountants (2008 to date).
  - Fund raising for SPAC and Private Equity fund (2017 to 2020)

### Extensive board experience

- Former boards in South Africa include: Land Bank, Land Bank Insurance Company (Chairperson of Investment & Actuarial Committee), Senwes (one of largest agri businesses), Cell C (Chairperson of Audit Committee), Adcorp
- Present boards:
  - EOH, ISE listed and largest African technology company. In addition, former EOH interim Chairperson (March to June 2019). Chairperson of Risk & Governance committee.
  - Chairperson of Sybrin (EOH subsidiary, the largest fintech company serving blue chip financial services clients across Africa)
  - ETG Input Holdings, Dubai headquartered and largest African fertilizer distributor with operations in 46 countries including 29 African countries. Chairperson of Audit committee.

### Africa experience

- Between 2014 and 2016 former Head of Business Engagement Africa, World Economic Forum based in Switzerland.
  - Oversight for some 66 leading African companies that are members of the Forum. Relationships with founders, CEO and other executives.
  - Determining strategy for the Forum regarding its African members and ensuring engagement of corporate members in the initiatives of the Forum.
  - Business development. Grew African membership base by 26% from 52 to 66. Increased geographic penetration, with Nigerian membership increasing by 20%, East African membership increasing 75% and South African membership increasing by 16%.
  - Access to unique and strategic global and regional insights from the Forum events.
- Travelled to 22 African countries

### Technology and Innovation exposure

- Digital Economy working group member of BRICS (Brazil, Russia, India, China and South Africa) Business Council
- 2<sup>nd</sup> ranked simulation investor for UK Trade Commission Prosperity games to select leading start-ups, 6 Aug 2019, Cape Town. Keynote address on Technology for Good.
- Speaker and judge for Black Management Forum innovation and invention prototype program for tech start-ups (2018 and 2019)
- Published several technology investing articles
- Visit to VC's and technology start-ups in Tel Aviv (2019) and San Francisco (2016, 2018, 2019)

### Other

- International work and study experience living on three continents (Africa, US and Europe), travelled to 70 countries.
- Chartered Accountant (South Africa), Masters in Public Administration (Harvard, JFK School of Government, US)
- Honoured by the World Economic Forum as a Young Global Leader in 2013
- Author of new book on identity, building trust across diverse communities, inclusion: My Blood Divides and Unites, with a section on technology impact investing. International media coverage.



**BOARDS**  
2007-to date

Private companies

- Inaugural member of board of directors and shareholder of the African Women Chartered Accountants Investment Holdings ("AIH"), **Jan 2008 to date.**
- Atos Origin (South Africa). Atos Origin is a global French domiciled information technology company. AIH is a shareholder of Atos Origin (South Africa), **Sep 2010 to 27 June 2011**
- Non-executive board member of Senwes, one of the largest South African agri-businesses, **14 Mar 2008 – 17 June 2011**
  - Audit committee: 14 March 2008 to 17 June 2011
  - Risk committee: 21 August 2008 to 17 June 2011
- Member of the investment committee of Identity Development Fund, **Mar 2008 – 18 June 2011.** IDF is an impact investment fund that invests in Black women, youth-owned businesses and in small businesses in rural areas.
- Non-executive board member of Cell C, **31 October 2013 to 15 August 2017**
  - Chairperson of audit & risk committee: December 2013 to 15 August 2017
- Non-executive board member of Adcorp (listed on JSE), **1 January 2017 to 20 July 2018**
  - Member of audit & risk committee, 1 January 2017
  - Member of the investment committee, 11 July 2017
- Non-executive board member of ETG Input Holdings, **2 November 2017 to date**
  - Chairperson of audit committee, 2 November 2017
- Non-executive board member of EOH (listed on JSE), **1 July 2018 to date**
  - Interim board Chairperson, 22 March 2019 to 2 June 2019
  - Chairperson of Risk and Governance committee, 1 July 2018
  - Member of the audit committee, 1 July 2018
- Non-executive Chairperson of Sybrin (EOH subsidiary, fintech company), **21 November 2019**

State Owned entities

- Non-executive board member of Land Bank, **5 Mar 2008 – 30 June 2011**
  - Board Operations Committee: 1 April 2008 – 18 Jul 2008, this sub-committee was established as an interim measure when board members became more operationally involved in the affairs of the bank following a high level of vacancies at a senior management level
  - Audit committee: 17 Mar 2008 – 30 June 2011
  - Risk committee: 17 Mar 2008 - 30 June 2011
- Non-executive board member of Land Bank Insurance Company (a subsidiary of Land Bank and an agriculture insurance company), **7 July 2008 – 30 June 2011**
  - Chairperson of the LBIC Investment and Actuarial Committee with investments under management of R900m. **by 16 Nov 2009 – 30 June 2011**
  - Audit and risk committee: 28 Nov 2008 – 30 June 2011
- Non-executive board member of Intersite Asset Investments SOC, a subsidiary of PRASA that is responsible for property and asset development of the national railway group, **25 Jan 2010 – 18 June 2011, re-appointed 1 Jun 2013 to 28 Feb 2014.**
  - Audit and Risk committee: 12 Mar 2010-18 June 2011, re-appointed 1 July 2013
  - Finance, Capital, Investment and Procurement committee : 19 May 2010 – 18 June 2011
- Chairperson of the Audit Committee of the Department of Environmental affairs. Department has an annual budget of some R2 840m, **Oct 2010 – 31 May 2011**
- Member of the Audit Committee of the Marine Living Resources Fund (Department of Agriculture, Forestry and Fisheries) **6 December 2006 to 27 May 2011**
- Member of the Audit Committee of Johannesburg Development Agency (City of Johannesburg), **January 2007 to 22 July 2011**

NGO

- Inaugural Chairperson of the South African Institute of Tax Practitioners, **Nov 2007 – Feb 2010.** Membership grew to 1000 under my Chairpersonship.
- Young Global Leader (World Economic Forum) Advisory Group, **January 2014 to date**
- Board member of Harvard Alumni Association South Africa, **24 January 2018 to date**
- BRICS Business Council SA chapter – member of digital economy working group, **Oct 2019 3 to date.**

2008 to date	<p><b>AWCA Investment Holdings (women's ESG investment holding company)</b>  <b>Founding board member</b></p> <ul style="list-style-type: none"> <li>• Deal origination</li> <li>• Oversight for deal implementation</li> <li>• Fund raising</li> </ul>	
1 Jan 2014 to 31 Dec 2016	<p><b>WORLD ECONOMIC FORUM</b> <span style="float: right;">Geneva, Switzerland</span>  <b>Head of Africa Business</b></p> <ul style="list-style-type: none"> <li>• Oversight for some 66 leading African companies that are members of the Forum and ensuring engagement in the initiatives of the Forum as tailored to the corporate's interest</li> <li>• Determining strategy for the Forum regarding its African members</li> <li>• Business development. Grew African membership base by 26% from 52 to 66. Increased geographic penetration, with Nigerian membership increasing by 20%, East African membership increasing 75% and South African membership increasing by 16%.</li> <li>• Access to unique and strategic global and regional insights from the Forum event</li> </ul>	
2007 to May 2013	<p><b>FOUNDER: HARVESTFIELD</b></p> <p><b>Director</b></p> <ul style="list-style-type: none"> <li>• Advised a US technology firm on its expansion plans to South Africa.</li> <li>• Co-advised an investment company in its exit from one of the top two South African private equity firms</li> <li>• Designed an investment methodology for an incentive program of R4.8bn over 6 years of the Department of Trade and Industry ("DTI").</li> <li>• Through AVP, advised Africa Development Bank on setting up an agriculture fund-of-fund and technical assistance facility</li> <li>• Part of the Presidential South African delegation to China, 24-26 August 2010; in addition, participant in the agricultural programs in Shanghai hosted by the SA DTI</li> </ul>	
2005-2007	<p><b>CO-FOUNDER: URANUS INVESTMENT HOLDINGS</b> <span style="float: right;">Johannesburg, South Africa</span>  <b>Director and Shareholder (with 3 other shareholders)</b></p> <ul style="list-style-type: none"> <li>• Involved in all aspects of business including fund raising, deal origination, negotiation and implementation.</li> <li>• Investments made during tenure: ICAP (local operation of a leading global UK based inter-dealer broker ) and Knowledge Integration Dynamics, an information technology company.</li> </ul>	
2002-2005	<p><b>BRAIT</b> <span style="float: right;">Johannesburg, South Africa</span>  <b>Deal Executive (Brait is one of the two largest private equity firms in South Africa)</b></p> <ul style="list-style-type: none"> <li>• Involved in various aspects of private equity including deal evaluation, management of portfolio companies and investment disposals.</li> <li>• Experience gained across a spectrum of industries including manufacturing, technology, retail, resources, tourism, healthcare, financial services, automotive, media, agriculture and forestry</li> <li>• Managed Brait's investment in a technology company and a health retail company.</li> </ul>	
1999-2001	<p><b>ANGLO AMERICAN PLC</b> <span style="float: right;">Johannesburg, South Africa</span>  <b>Corporate Finance Analyst</b></p> <ul style="list-style-type: none"> <li>• Analysed, structured and executed corporate finance transactions in the property, media &amp; telecommunications, agriculture, industrial and resource sectors.</li> </ul>	



1996-1999

**KPMG**

Johannesburg, South Africa

**Corporate Finance Manager**

- Managed teams performing due diligence studies on target companies in the financial services, retail, mining and manufacturing sectors on behalf of potential acquirers.
- Valued target companies in light of findings of due diligence studies and compiled accountants' reports in accordance with Stock Exchange regulations.

**Senior Accountant, Auditing**

- Key tasks included work planning, managing execution, communicating results and recommendations to the client company and following up on the implementation of recommendations.

**Publications**

Article on Nelson Mandela, Genius of Restraint, 2012 Harvard Africa Policy Journal

Book on race, identity and reconciliation, My Blood Divides and Unites, 18 Dec 2018, Parcupine Press ([www.myblooddividesandunites.com](http://www.myblooddividesandunites.com))

**Additional Information**

- **Attained from Trinity College London:** Grade 7 certificate Individual Acting skills (2005), Grade 8 certificate Speech and Drama (2007), Associate Diploma in Performing - ATCL Performing Speech and Drama (2010)
- **Created the Farmer Joe and Friends brand** (2009) aimed at educating children about farming and the environment. Authored and published two children's books in the Farmer Joe and Friends series and exhibitor at the 2010 London Book Fair
- Language learning and cultural program with *Ecole France Langue*, Paris, France April 1999



[Redacted]  
Head of the School of Accountancy, Wits University.

[Redacted] is the first black female Associate Professor in Auditing. Nirupa completed the qualifying Board examination in 1996 and is a qualified CA (SA).

**EXPERIENCE**

After completing her articles at PwC she joined Wits to commence a successful academic career. Over her twelve years at Wits, she has made her mark at the School through her teaching of prospective CA's and her later instrumental influence on Post-Graduate studies in the School after completing her Masters of Commerce. Padia has represented the school on various university platforms as well as in the profession. In 2013, Minister of Finance Pravin Gordhan appointed Padia to the Tax Review Committee chaired by Judge Dennis Davis, which is now known as the Davis Tax Committee (DTC).

**EDUCATION**

- CA (SA)
- B. Com (1985) – Wits University
- B. Acc (1995)
- M. Comm

**OTHER APPOINTMENTS**

Padia remains a member of the Davis Tax Committee and is an academic representative on the Auditing Guidance committee of SAICA as well as on the board of the PwC Business School.



Non-Executive Director



pespeckmann@icloud.com 



### Personal Details

**Date of Birth:**



**ID Number:**



**Residential Address:**



**Postal Address:**



**Gender:**



**Nationality:**

South African

### My Profile

I matriculated in 1974, obtained my two university degrees from Unisa and qualified as a chartered accountant. I had an extensive client (industry) portfolio at Coopers & Lybrand.

I do have a comprehensive knowledge of the financial services industry in South Africa.

I retired in 2015 and my restraint of trade with MMI Holdings terminated in December 2016.

Prior to my retirement, I served as the Group Finance Director of MMI Holdings (Metropolitan) for 16 years. I am currently a non-executive director of Santam Limited.

### Experience

**Various  
1975 - 1980**

My parents could not afford to send me to university fulltime and I obtained my tertiary education by way of correspondence at Unisa. It was also extremely difficult for a person of colour to secure a position that will allow one to serve your articles of clerkship, especially in the Eastern Cape. Not having a formal tertiary qualification at the time was a further impediment in this regard.

Whilst studying at Unisa, I taught at Gelvandale Senior Secondary School for 30 months as an unqualified teacher. I then joined an accounting practice in Port Elizabeth. Cohen Morris (now Mazars) was a large bookkeeping practice (at the time) and auditing experience was non-existent. I worked at Cohen Morris for about 30 months until I was offered articles of clerkship by Coopers & Lybrand (the now PricewaterhouseCoopers).

I was the first person of colour to qualify as a chartered accountant in the Eastern Cape.



## Non-Executive Director

### Education

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#### Secondary Education

Matric with University Entrance  
Gelvandale Senior Secondary  
1970 - 1974

#### Bachelor of Accounting Science (B.Compt)

Univ. of South Africa  
1980

#### Honours Bachelor of Accounting Science

Hons.BCompt  
Univ. of South Africa  
1982

#### Monarch Business School (Swiss)

Registered for Doctor of Business  
Administration (Corp Governance)  
(Currently registered)

### Professional Qualifications

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#### Chartered Accountant (SA)

South African Institute of  
Chartered Accountants  
(SAICA)  
1985

### Computer Experience

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Specialised in IT Audit  
(Mainframe, mini)

Expert Level - Apple OS

Expert Level - MS Windows

### Experience continued

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#### Coopers & Lybrand 1980 - 1990

I joined Coopers & Lybrand as an articled clerk and progressed through the ranks until I became an **Audit Partner**. I was based in Port Elizabeth until February 1988 and thereafter as a partner in the Cape Town office. I was fortunate enough to be selected to specialise in Computer Auditing, for which I was seconded to the London office.

I had quite a diverse client portfolio as senior audit manager, audit partner and computer specialist. Some of my clients - Trustbou, Cape of Goodhope Bank, Guardian National, Hella, Group Five, Savage & Lovemore Civils, Unilever, Ford, East Cape Co-op, EP Building Society, Cadbury and Pepkor.

I exited the practice with the merger of Coopers & Lybrand and Theron du Toit. I am still of the opinion that it was the best merger at the time. The exit was purely for me to gain some commercial experience outside of an accounting practice.

#### Pepkor Group 1990 - 1993

I joined Pepkor, a client of mine at Coopers, as the **Head of Special Projects** for the Group. I was tasked with the acquisition of businesses in the United Kingdom for Pep Stores. I also assisted with the establishment of 'Your More Stores' (Pep in the UK) during 1991. I was based in London, but often commuted between SA and the UK.

On my return to Pepkor South Africa, I was appointed as the **Finance Director** of the Export Division, a position that I held until I left the Group. As FD of the Export Division, I was responsible for all financial matters, financial statement production, systems, debtors and collections, budget compilation and control, overall financial management. I reported to the Managing Director and had a dotted line responsibility (in terms of reporting) to the Group Finance Director.

I left Pep as I did not see a future in Retail and was always keen to be involved with Financial Services.



Non-Executive Director

Experience continued

Hobbies and Interests



Old Mutual South Africa  
1993 - 1994

I joined Old Mutual as the **Head of Internal Audit** for the Employee Benefits Division. We were a relatively small team (30 staff members) responsible for the audit of the division. I was responsible for 'running' the Internal Audit department, strategy development and implementation.

Soon after joining OM Employee Benefits I was requested to take over and manage the entire Internal Audit function of the Group. I accepted and was promoted - **Group Internal Audit Executive**.

I had to amalgamate the various Internal Audit functions, strategy development and implementation, etc.

Seagram South Africa  
1994 - 1998


Post 1994 foreign companies returned to our shores. Seagram was no exception to the norm at the time having marketed their products by way of agency arrangements during the sanction years. Seagram was an alcohol beverage company and had many big brands in its stable.

They returned to SA during 1994 and I was headhunted to join them as local **Finance Director**. I reported to the local CEO and Regional Finance Director for Europe and Africa.

I had overall responsibility for the full financial function (stock control, debtors and collections, financial reporting, budgets, funding, etc.) and strategy implementation.

OM approached me to re-join them to work on the demutualisation project.

Seagram has since sold all its brands and has ceased all operations.



## Non-Executive Director

### Experience continued

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#### Old Mutual South Africa 1998 - 1999

Old Mutual approached me and offered me the opportunity to work on the largest and most complex demutualisation in South Africa. Complex from a perspective that Old Mutual controlled both Mutual and Federal and NedBank and neither of these groups had been consolidated into Old Mutual's results previously.


I was appointed as the **Accounting Project Manager** for the Demutualisation and Listing Project. My team had to convert the SA GAAP financial statements to UK GAAP, also consolidating the subsidiaries referred to above. The project was completed with 15 months and the Group Finance Director requested me to join him in London to establish the Finance Function at the Corporate Head Office, which I turned down, as I did not see a future for myself in the United Kingdom.

Roundabout the same time Metropolitan was looking for a Finance Director and my CV ended up on the CEO's desk.

#### Metropolitan Holdings Limited MMI Holdings Limited 1999 - 2015

I joined Metropolitan Holdings as the **Group Finance Director**. I was the first finance director to be appointed by the Group. I had responsibility for the overall finance function, Company Secretarial matters, Investor Relations, Internal Audit, Group Risk, Procurement, amongst others.

I was a member of the Merger Committee that oversaw the successful implementation of the merger. MMI was established as a result of the merger of Metropolitan and Momentum. Even though I indicated that I would not apply for FD of the merged entity given that I was in the twilight of my career, I was still requested to accept the appointment of Group Finance Director of the merged entity.



## Non-Executive Director

### Experience continued

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**Metropolitan Holdings Limited**  
**MMI Holdings Limited**  
**(CONTINUED)**  
**1999 - 2015**

I have served on most of the subsidiary company boards, audit committees, risk committees and governance forums. I was a member of the Group Executive Committee that was tasked with the day-to-day activities of running the Group.

I have served on various main Board committees over the past 16 years and at the retirement date, I was still a member of the Risk Committee and a main board member.

Post retirement, I served on the Audit Committee of Guard Risk and was a member of all the Combined Assurance Forums of the Group. In December 2015 I requested that I be relieved of these duties.


Major achievement during the past 16 years:

- Pioneering a dedicated Investor Relations function and being copied by the rest of the financial services players
- Numerous reporting prizes won
- Bedding down a rather complex merger and achieving the envisaged savings
- One of the more sustainable empowerment deals
- Leaving behind a competent team as a result of a successful succession plan

**Consulting**  
**2016**

MMI and myself, given my corporate knowledge of the group, entered into a restraint of trade agreement. The agreement was for a period of eighteen months and terminated on 31 December 2016.

I did various consulting assignments with MMI permission during the restraint period.



Non-Executive Director

**Experience continued**

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**Santam Limited**

**2017 - Current**

Independent non-executive director and a member of the Risk the Audit Committee. I am the chairman of the Audit Committee.

**BrightRock Insurance Group  
(Santam Subsidiary Company)**

**2017 - Current**

Independent non-executive director and chairman of the Audit, Risk and Investment Committees

**Centriq Insurance Group  
(Santam Subsidiary Company)**

**2017 - Current**

Independent non-executive director and member of the Audit and Risk Committee.

**MiWay Insurance Group  
(Santam Subsidiary Company)**

**2017 - Current**

Independent non-executive director and member of the Audit and Risk Committee.

**Sanlam Sky Group of Companies  
(Sanlam Subsidiary Company)**

**2018 - Current**

Non-executive director and member of the Audit, Risk and Remuneration Committees and Lead Independent Director.

**Sanlam Investment Management**

**2018 - Current**

Non-executive director and member of the Audit Committee.

**Impala Platinum**

**2018 - Current**

Non-executive Director and member of the Audit Committee.

**Volkswagen Financial Services**

**2018 - Current**

NOT a director but Chairman of the Audit and Risk Committee in terms of shareholders agreement.



## Annexure C

Previous members of the IRBA Board as at June 2020 (these member's term came to an end on 9 May 2020):

No.	Name of Nominee	Gender	Race	Qualification
1	[REDACTED]	M	A	CA(SA)
2	[REDACTED]	F	A	CA(SA)
3	[REDACTED]	F	A	CA(SA), MBA, CISA, Registered Auditor
4	[REDACTED]	M	I	B.PROC, LLB
5	[REDACTED]	M	A	CA(SA)
6	[REDACTED]	F	W	CA(SA)

The proposed new members of the IRBA Board:

No.	Name of Nominee	Gender	Race	Qualification
1	[REDACTED]	F	W	CA(SA)
2	[REDACTED]	M	I	B.PROC, LLB
3	[REDACTED]	M	A	CA(SA)
4	[REDACTED]	F	A	CA(SA), MBA
5	[REDACTED]	F	A	BCom (Accounting), PDBA, CAIB(SA)
6	[REDACTED]	M	W	CA(SA), CPA(Texas)
7	[REDACTED]	M	C	CA(SA) * To be registered as a RA

8	[REDACTED]	F	C	CA (SA) Master's in Public Administration
9	[REDACTED]	M	I	CA(SA) and Australia
10	[REDACTED]	F	I	CA(SA)

Applicant: [REDACTED]

#### CANDIDATE EXECUTIVE SUMMARY

I have considerable experience at senior management level in government for a period of 10 years and have acquired knowledge over a wide spectrum of policies and procedures in government in general and in the local sphere specifically.

I served as Head of Department of 3 different North West Provincial Departments from September 2001 to the 31 October 2011. In that capacity I was the designated Accounting Officer of those departments

I have a thorough knowledge of the theoretical aspects of the Public Finance Management Act and the Municipal Finance Management Act, and vast experience of the practical application of these and related regulations and policies.

I served as the Chairperson of the Performance Audit Committee of the Matlosana Local Municipality from November 2011 until November 2014. I was appointed as the Chairperson of the Audit and Risk Committee of the same Municipality in December 2014. My term ended in February 2018.

I also served on the Dr. KK District Municipality Shared Audit and Risk Committee. I was in that position from March 2012 until April 2015. I was appointed once again in October 2018

I serve as a member of the Audit Committee of the Mafikeng Local Municipality. I was appointed in 2014.

I also serve as a member of the JB Marks Local Municipality Audit Committee. I was appointed in November 2014.

I served as an Audit Committee member of the North West Transport Investment SOC and its subsidiaries from February 2013 to November 2014.

I currently chair the Audit Committee of the Independent Police Investigative Directorate. I was appointed on the 1<sup>st</sup> October 2015 for a period of 3 years. My term was renewed for a further 2 years in November 2018

I was appointed as a Board member of the Independent Regulatory Board for Auditors in terms of the Auditing Professions Act in May 2017 for a 2-year term. My term has been extended for a further 1 year.

I also served as a Board member of the North West Transport Investment SOC Ltd for a period of 3 years and currently serve as a Director of Sedibeng Water.

By virtue of my position as Chair of disciplinary and appeal committees of regulatory bodies such as the CBE and NHBRC I have gained considerable experience in this sector.

PERSONAL DETAILS

Surname	[REDACTED]
First Names	[REDACTED]
Nationality	SOUTH AFRICAN
Identity Number	[REDACTED]
Gender	[REDACTED]
Home Address	[REDACTED]
Postal Address	[REDACTED]
Home Language	ENGLISH (READ, SPEAK AND WRITE)
Other Languages	AFRIKAANS (READ, SPEAK AND WRITE)
CONTACT DETAILS	
Telephone Number – Home	N/A
Telephone Number – Work	[REDACTED]
Fax Number	[REDACTED]
Cellphone Number	[REDACTED]
e-mail	[REDACTED]

**EDUCATION AND TRAINING**

**ACADEMIC QUALIFICATIONS**

Qualifications	Name of Institution	Place Obtained	Year Obtained
B. PROC	UNIVERSITY OF SOUTH AFRICA	PRETORIA	1981
LLB	UNIVERSITY OF SOUTH AFRICA	PRETORIA	INCOMPLETE
ADMITTED AS AN ATTORNEY			1984

**MEMBERSHIPS OF APPROPRIATE PROFESSIONAL BODIES AND INSTITUTIONS**

LAW SOCIETY OF THE NORTHERN PROVINCES

**EMPLOYMENT HISTORY**

Employer	DEPARTMENT OF PUBLIC SAFETY, NORTH WEST
Nature of Business	GOVERNMENT
Position	HEAD OF DEPARTMENT
Dates of Service	9 <sup>TH</sup> APRIL 2010– 31/10/2011
Responsibilities	Overall management of the department with specific emphasis on financial management as per my appointment as Accounting Officer in terms of the PFMA. Responsibilities also as per the 11 Core Management Criteria prescribed for Heads of Department.

Employer	DEPARTMENT OF LOCAL GOVERNMENT AND TRADITIONAL AFFAIRS, NORTH WEST
Nature of Business	GOVERNMENT
Position	HEAD OF DEPARTMENT
Dates of Service	AUGUST 2009– 9 <sup>TH</sup> APRIL 2010
Responsibilities	Overall management of the department with specific emphasis on financial management as per my appointment as Accounting Officer in terms of the PFMA. Responsibilities also

as per the 11 Core Management Criteria prescribed for heads of department. The core mandate of the department is to monitor, support and play and oversight role over Municipalities and to support the institution of Traditional leadership.

Employer	DEPARTMENT OF LOCAL GOVERNMENT AND HOUSING, NORTH WEST
Nature of Business	GOVERNMENT
Position	HEAD OF DEPARTMENT
Dates of Service	15 SEPTEMBER 2001 – AUGUST 2009
<b>Responsibilities</b> Overall management of the department with specific emphasis on financial management as per my appointment as Accounting Officer in terms of the PFMA. Responsibilities also as per the 11 Core Management Criteria prescribed for heads of department. The core mandate of the department was to monitor, support and play and oversight role over Municipalities and ensure the development of integrated human settlements.	

Employer	VIVID SOLUTIONS CC
Nature of Business	PRIVATE SECTOR –HOUSING PROJECTS ADMINISTRATION
Position	MANAGING MEMBER
Dates of Service	MARCH 1996-SEPTEMBER 2001
<b>Responsibilities</b> Overall management of the financial and human resources aspects of the CC. In addition I was responsible for the marketing of the services of the CC. The CC was involved in providing an administration service to developers of housing projects primarily those involved in the subsidy sector. The services consisted of beneficiary administration, financial administration and conveyancing administration in housing projects.	

Employer	MOTALA ROOPA AND ASSOCIATES
Nature of Business	PRIVATE SECTOR – LAW FIRM
Position	PARTNER
Dates of Service	MARCH 1985-FEBRUARY 1996
<b>Responsibilities</b> The law practice had a diverse clientele and covered most areas of work. My involvement was primarily in civil litigation, appearance in criminal matters, conveyancing, labour matters, providing legal opinions and matters of a public interest nature.	

Employer	LAWYERS FOR HUMAN RIGHTS
Nature of Business	NGO
Position	REGIONAL DIRECTOR
Dates of Service	OCTOBER 1991-FEBRUARY 1996
<b>Responsibilities</b> Managing the Regional office and supervising the implementation of national programmes which had to be implemented at the regional level. Management responsibilities were primarily supervision of staff and managing the budget of the regional office.	

#### SPECIALIST KNOWLEDGE/SKILLS ACQUIRED

Act/Policies	Level of knowledge		
	Basic	Intermediate	Advance
PUBLIC FINANCE MANAGEMENT ACT&TREASURY REGULATIONS			X
PUBLIC SERVICE ACT &REGULATIONS			X
LABOUR LEGISLATION AND POLICIES		X	
LOCAL GOVERNMENT LEGISLATION&POLICIES			X
HOUSING LEGISLATION AND POLICIES			X
TRADITIONAL AFFAIRS LEGISLATION&POLICIES		X	
CONSTITUTION			X

#### CURRENT POSITIONS

1	Chair-Appeals Committee	Council for the Built Environment
2	Member	Gauteng Rental Housing Tribunal
3	Panel of Chairs-Disciplinary Committee	National Homebuilders Registration Council
	Presiding Officer	Compensation for Occupational Injuries and Diseases Act
4	Board Member	Sedibeng Water
5	Board Member	Independent Regulatory Board for Auditors
6	Chair-Audit Committee	Independent Police Investigative Directorate
7	Member-Audit Committee	JB Marks Municipality
8	Member-Audit Committee	Mafikeng Municipality
9	Member -Audit Committee	Dr. KK District Municipality

#### PREVIOUS POSITIONS

MEMBER PROVINCIAL COMMITTEE ON LOCAL GOVERNMENT  
ADMINISTRATOR (SECT.139) : MAQUASSI HILLS LOCAL MUNICIPALITY  
BOARD NTI SOC

CHAIR: AUDIT AND RISK COMMITTEE MATLOSANA MUNICIPALITY  
DEPUTY CHAIRPERSON: NORTH WEST CONSUMER COUNCIL  
COUNCILLOR: KLERKSDORP LOCAL MUNICIPALITY  
CHAIRPERSON: SALGA NORTH WEST

REFEREES:

1. [REDACTED] CHAIR, DR KK DISTRICT MUNIC.AUDIT  
COMMITTEE [REDACTED]
2. [REDACTED] FORMER PARTNER IN LEGAL PRACTICE [REDACTED]
3. [REDACTED] COLLEAGUE [REDACTED]



# CURRICULUM VITAE

[REDACTED]

1980 - 1985  
1986 - 1990  
1991 - 1995

[REDACTED]

1996 - 2000  
2001 - 2005  
2006 - 2010

1980 - 1985  
1986 - 1990  
1991 - 1995

**BORN**

:

**EDUCATED**

:

Northview High School

:

University of the Witwatersrand – awarded prizes as the top student in two of five academic years

:

Qualified as a Chartered Accountant (S.A.)

:

Certified Public Accountant (Texas) 1975

**CAREER**

:

**ERNST & WHINNEY, CHARTERED ACCOUNTANTS**

1966-1971 : Completed articles of clerkship, Johannesburg

1972 : Qualified as Chartered Accountant

1974-1975 : Transferred to Dallas office

1976 : On return to South Africa appointed National Technical Partner and Member of the Ernst & Whinney International Technical and Quality Control Committees

1980 : Appointed Managing Director of Ernst & Whinney Management Services

1984 : Elected Managing Partner of Johannesburg office Of Ernst & Whinney

1988 : Elected Senior Partner and Chief Executive of Ernst & Whinney

**ERNST & YOUNG, CHARTERED ACCOUNTANTS**

1989 : Appointed Executive Chairman, Ernst & Young, South Africa (upon merger between Ernst & Whinney and Arthur Young & Company) (165 partners and 850 staff)

: Member of the Ernst & Young International Management Council

: Member Ernst & Young International Strategic Planning Task Force

**CAREER (continued)**

**THE JOHANNESBURG STOCK EXCHANGE**

1992-1997 : Executive President  
Responsible for overseeing the restructuring of  
The Johannesburg Stock Exchange

**THE LIBERTY GROUP**

March 1997 : Appointment as Executive Director of the  
Companies:

- Liberty Life Association of Africa Limited
- Liberty Holdings Limited
- Guardbank Management Corporation Limited
- Liblife Strategic Investments Limited
- Liberty Asset Management Limited

May 1997 : Appointed Group Chief Executive and Managing  
Director of The Liberty Group

July 1999 : Appointed Deputy Chairman and Chief Executive  
Officer of the Liberty Group

**MURRAY & ROBERTS HOLDINGS**

April 2003 : Appointed Non-executive Director

January 2004 : Appointed Chairman

**SANLAM LIMITED & SANLAM LIFE INSURANCE LIMITED**

June 2004 : Appointed Chairman

**ASPEN PHARMACARE HOLDINGS LIMITED**

August 2008 : Appointed Director. Currently Lead Independent  
Director

**SASFIN BANK LIMITED & SASFIN HOLDINGS LIMITED**

November 2013: Chairman

**SASFIN FINANCIAL SERVICES (PTY) LTD**

March 2016 : Appointed Director

## OTHER RESPONSIBILITIES

- Member, King Committee on Corporate Governance
- Fellow – GIBS
- Vice President – IoD
- Member – CD(SA) Governing Body
- Member – SAICA Advisory Panel
- Member, King Committee Exco

## PREVIOUS POSITIONS HELD

- Former Trustee, International Accounting Standards Committee Foundation
- Former Chairman, African Stock Exchanges Association
- Former Member, Executive Committee Federation of International Stock Exchanges
- Former Member, Audit Commission of the Republic of South Africa
- Former Member, Policy Board for Financial Services and Regulation
- Former Member, The Financial Markets Advisory Board
- Former Deputy Chairman, Securities Regulation Panel
- Former Member, South African Futures Exchange Board
- Former Member, Auditing Standards Committee of the South African Institute of Chartered Accountants
- Former Member, Standing Advisory on Company Law
- Former Chairman, Audit Committee, Department of Defence
- Former Patron, Institute of Internal Auditors South Africa
- Former Member, Ethics and Auditing Standards Committees; SA Institute of Chartered Accountants
- Former Chairman, South African Airways Audit Committee
- Former Chairman, Guardian National Insurance Company Limited
- Former Director, South African Airways (Pty) Limited
- Former Director, SAB
- Former Director, The Premier Group Limited
- Former Chairman, Charter Life Insurance Company Limited
- Former Chairman, Liberty Group Properties Limited
- Former Chairman, Liberty Ermitage Limited
- Former Chairman, Liberty Ermitage Life Jersey Limited
- Former Director, Hightree Financial Services Limited
- Former Director, Standard Bank Group Limited
- Former Director, The Standard Bank of South Africa Limited
- Former Chairman and Group Chief Executive, STANLIB Asset Limited
- Former Chairman, STANLIB Wealth Management Limited
- Former Chairman, Virgin Active South Africa
- Former Governor, The Hiltonian Society
- Former Member, Board of Governors, Johannesburg Children's Home

**PREVIOUS POSITIONS HELD (continued)**

- Former Chairman, Sanlam Limited
- Former Chairman, Sanlam Life Insurance Limited
- Former Director, Virgin Active UK
- Former Deputy Chairman, Business Against Crime'
- Former Director, Business Trust
- Former Director, Financial Services Consumer Education Foundation
- Former Chairman, Murray & Roberts Holdings Limited
- Former Director, Sasfin Securities (Proprietary) Limited
- Former Director, Sasfin Financial Advisory Services (Proprietary) Limited
- Former Director, SasfinAsset Managers (Proprietary) Limited
- Former Founding Chairman – CD(SA) Governing Body
- Former Chairman – Delville Wood Commemorative Museum Trust
- Former Advisor – Alexander Proudfoot
- Advisor – ITOCHU
- Former Trustee, BOCO Trust (GMSA)
- Former Director, Nampak Limited
- Chaired Governance Review Task Team of SAICA

**PERSONAL**

: Married (wife's name Wendy), 2 daughters, 1 son, 3 granddaughters

: interests

- Sport and military history
- Currently Chief Defence Reserves, South African National Defence Force – Rank Major General

**MILITARY CAREER**

**RANK** : Major General

**CURRENT POSITIONS** : Chief Defence Reserves, South African National Defence Force

: Member of Defence Staff Council and Military Command Council

: Honorary Colonel Transvaal Horse Artillery

**MILITARY POSTS HELD :**

Commissioned into Artillery in 1966  
: Commanded the Transvaal Horse Artillery from 1976 to 1979  
: Thereafter Colonel Artillery and subsequently Senior Staff Officer Operation of 7 Infantry Division  
: Staff qualified 1984  
: Promoted to Major General in October 2003  
: Member of The South African Delville Wood Commemorative Museum Trust (former Chairman)  
: Founding Chairman – SANDF Education Trust  
: Honorary Colonel THA 1990-2019

**MILITARY AWARDS**

: CSSA, SD, SM, MMM, JCD  
: Order of the Star of South Africa (Non-Class III), Commander  
: Southern Cross Decoration (SD) and Bar  
: Southern Cross MEDAL (SM)  
: C SANDF (Chief of the South African National Defence Force) Commendation Medal (MMM)  
: Pro Patria Medal with Curvate Clasp  
: Unitas Medal  
: General Service Medal  
: Mandela Medal – Silver  
: John Chard Decoration (JCD) with 30-year clasp  
: Decorated by VACR's of the Republic of China on Taiwan

**MILITARY VETERANS CAREER**

: Honorary Life Vice President of the Council of Military Veterans' Organisations having previously been National Chairman  
: Honorary Life Vice President of the Gunners' Association having been National Chairman  
: Chairman of the Gunners' Memorial Trust  
: Trustee of the SA National Museum of Military History Building and Development Trust  
: Trustee of The South African Delville Wood Commemorative Museum Trust

**CONFIDENTIAL RESUME**

**OF**

**[REDACTED]**

## PERSONAL DETAILS

*Name:*

[REDACTED]

*Address:*

[REDACTED]

*Telephone:*

[REDACTED]

*Date of Birth:*

[REDACTED]

*Citizenship:*

South African

*Marital Status:*

Married

*Education:*

Matriculated in 1971 (Natal Senior Certificate)

*Tertiary:*

Bachelor of Commerce with Honours (1983) at the University of South Africa

### *Membership of Professional Bodies: -*

- *Member of SAICA, the South African Institute of Chartered Accountants (1986)*
- *Member of the Australian Institute of Chartered Accountants (1986) [ACA]*



## **INTERESTS**

### *Professional*

- Serves / Served on Boards of several listed companies – MTN, Allianz, ABSA, BancABC, Right to Care .-
- Past Chairman of a Non-Profit Organizations - SANZAF.
- Served on the Public Accountants and Auditors Board 1997 - 2000
- Past Treasurer and Chairperson of the Education Committee at the Association for the Advancement of Black Accountants in Southern Africa (ABASA).
- Served on the Education Committee of the Institute of Chartered Accountants in Australia.

### *Personal*

- Sporting - tennis, cricket and table tennis
- D I Y - house, garden and motor vehicles
- Social - work in the community and spend quality time family and grandchildren

## **EMPLOYMENT DETAILS**

**Employer:** MTN Group Management Services

**Position:** Group Executive for Business Risk Management

**Period:** January 2007 to February 2015

**Summary:** I was integral part of the Group Executive team providing strategic guidance and direction to the 21 MTN Operations in Africa and Middle East. My functional responsibility as head of Business Risk Executive was in the disciplines of Internal Audit, Risk management and Forensic. My main role was to establish and embed the corporate governance culture and principles in all 21 of MTN operation. I together with my staff of 40 people provided training, support and monitored the compliance and maturity levels of the 21 operations on these corporate governance principles. I presented comprehensive reports to EXCO, Audit Committee and Risk Committees of the Group and some of the Subsidiary Companies.

I currently serve on the Boards of MTN Subsidiaries as Non- Executive

**Employer:** Office of the Auditor-General, Pretoria

**Position 3:** Auditor General of South Africa

**Period:** November 1999 to November 2006

**Summary:** I was appointed as Auditor – General by the President of South Africa in December 1999 for one NON-renewable term of seven years – in terms of our constitution. My role was to audit and report on the financial statements and financial management of government at National, Provincial and Local Government level. The job requires a strong independent balanced mind to ensure that on the one hand government departments are held accountable [watch dog role] and on the other hand to understand the challenges of our new dispensation/democracy and to provide the departments with supportive role to improve service delivery. The work of the Auditor-General is often subject to public scrutiny and required me to present my audit reports to the Public Accounts Committee and other committees in Parliament. I had to deal with the media, political parties and the public at large. In addition to my local responsibilities, I was also appointed as the External Auditor to the United Nations and World Health Org. I presented our audit reports to the UN Assembly in New York and Geneva.



**Profile -**

An experienced executive and non-executive director (20 years) serving in organisations that require strategic redirection and governance alignment in the public and private sector.

Vast governance experience, which include chairing of organisations in the public and private sector (6years public sector and 4 years private sector) and has served as chairperson of board committees (Audit and Risk and Human Resources) for 20 years. Has worked with different institutional legal vehicles (Specific legislation, Companies Act, Trusts).

Substantial understanding of and experience in good corporate governance practices, corporate strategy, shareholder management models, enterprise wide risk management, regulatory compliance, financial reporting and analysis, human resource strategies and performance management. Over 20 years experience in and sound knowledge of infrastructure development and funding on executive and non-executive level (TCTA, Johannesburg Water, ACSA,) repositioning, restructuring and turnaround of businesses (private and public sector – TCTA, Denel, NMI Group). Work in SADC countries includes Botswana, Lesotho, Mozambique, Namibia and Swaziland.

Work as Independent Consultant in governance, water, financial, funding and institutional arrangements and institutional transformation related areas. Work included:

- **ASISA** (Association for Savings and Investment South Africa) to promote investment in infrastructure 2016 – Current;
- **New Development Bank (BRICS)** in 2016 on RSA Public Procurement System;
- **Presidential Infrastructure Co-ordinating Commission (PICC)** (2012 – 2014) - a 20 months employment as Specialist on the PICC Technical Task Team that focus on the co-ordination, alignment and fast tracking of RSA's R 4 trillion National Infrastructure Plan (focus areas Strategic Integrated Projects Business plans, Skills Development, Innovative Building Technology, Localisation).
- In 2008 and 2008 project managed RSA bid to host the **2012 World Water Forum** in RSA - an international event that takes place every 3 years.

Made various presentations and was a panel member for conferences relating to financing and development of infrastructure on local and international level. Attended World Bank / IMF Annual meetings since 2002 to 2008. Attended and participated in annual World Economic Forum Africa meetings since 2003 to 2008. 2018 Facilitated the water infrastructure break away session at the recent SA Investment Conference.

Made various presentations and was a panel member for conferences relating to financing and development of infrastructure on local and international level. Attended World Bank / IMF Annual meetings since 2002 to 2008. Attended and participated in annual World Economic Forum Africa meetings since 2003 to 2008.

Martie was a recipient of the inaugural Woman in Water Award in 2002 and nominated for BWA Business Woman of the year in 2006.

- Sectors:**
- Executive level: Capital Markets, Project Finance, Infrastructure Development
  - Non-Executive level: Financial services and Banking (Project /structured/ specialized /trade finance), Utility Management, Aviation (Airports), Water and Sanitation, Defense & Aerospace, FMCG& Agri- processing.

**Qualifications**

B Comm (UFS 1977);  
B Compt Hons (UNISA 1981)  
CA (SA) (1987)

**Training**

Executive Programme in Strategy and Organisation (Stanford University Business School 2001);  
TCTA Leadership Development Programme (GIBS 2006)  
AIX Director Programme (JSE & WBS 2009) and various technical short courses

**Member of Professional Bodies:**

Institute of Chartered Accountants (SAICA),  
Institute of Directors (IOD)

**CURRENT NON-EXECUTIVE APPOINTMENTS**

**Development Bank of Southern Africa: 1 Jan 2016 – 31 Dec 2018 and 1 April 2019 to current:**  
Non Executive Director on Board, Member of Audit and Risk Committee, Member of Board Credit and Investment Committee and Board Infrastructure and Knowledge Management Committee

*DBSA is a regional development funding institution playing an instrumental role in unlocking development by funding economic and socio economic infrastructure, providing project preparation and assessment services and managing third party development funds.*

<p><b>Elion Ltd – appointed Nov 2018 – current</b>  Non Executive Director on Board and Chairman of the Audit and Risk committee, Member of Human Resources Committee and Nominations Committee</p>	<p><i>A diversified digital technology company listed on AfX.</i></p>
<p><b>Independent Regulatory Board for Auditors (IRBA) – appointed 10 May 2017- current:</b>  Non Executive Director and Deputy Chairman on Board, Chairman of the Disciplinary Advisory Committee and member of the Audit and Risk Committee</p>	<p><i>IRBA is the regulator of Registered Auditors in South Africa</i></p>
<p><b>Sephaku Holdings Ltd – appointed at AGM 22 September 2016 – current:</b>  Non Executive Director on Board and Chairman of the Audit and Risk committee, Member of Remuneration and Nomination Committee.</p>	<p><i>A company listed on the JSE building materials sector.</i></p>
<p><b>Ashburton Investments: Oct 2016 – current:</b>  Non Executive Member of Investments Credit Committee and Investments Credit Governance Committee</p>	<p><i>Ashburton Investments is multi asset manager.</i></p>
<p><b>First Rand Bank Ltd: 2011 – current:</b>  Non Executive Member of Wholesale Credit Committee International, Specialised/ structured and Project Finance</p>	<p><i>The credit committee review and approve facilities for the bank's products/brands above delegated mandates and have oversight over delegated credit committee approvals.</i></p>
<p><b>PREVIOUS NON-EXECUTIVE POSITIONS</b></p>	
<p><b>Denel Soc: 2010- 2016</b>  Chair Audit and Risk Committee from Aug 2010 to 15 Aug 2014;  Interim Chairman of Board - 15 Aug 2014 to 23 July 2015</p>	<p><i>Denel is a SOE in the defense and aerospace industry and have been on a turn round path since 2010. The performance for the last 4 years indicated a continual improvement and as such liquidity and solvency risks and was managed with a concerted effort to grow the top line whilst eliminating unnecessary costs. Denel posted in 2014 its 4 th consecutive year of profits and increased the order book for the next 10 years to R31bn. The turn around continues. Through this period consistent performance and transparency ensured unwavering shareholder support.</i></p>
<p><b>Johannesburg Water (Pty) Limited:</b>  2009 – 2012: Chairman, Member of Remuneration Committee;  2001 – 2006: Chair Audit &amp; Risk Committee (2001 to 2005) Member of Remuneration Committee (2006), Acting Chairman in 2006  1999 - 2000 Advisory Board Member to create entity as part of Egoli 2001 programme</p>	<p><i>The municipal water utility (MOE) is responsible for delivering water and sanitation services to the 4,5 million people living in the City of Johannesburg via a network of 11 000km of pipelines to deliver reticulated water, 10 000 km of pipelines to collect waste water, operates 100 reservoirs and water towers and operate 6 waste water treatment plants. Annual turnover of R 5 billion and staff of 2 800. When created, the entity was not sustainable and various interventions was undertaken, including but not limited to integration of 13 departments of 7 municipalities into a single entity, organisational development, infrastructure development, tariff and addressing operational and service delivery performance. During the 1<sup>st</sup> 5 years a private sector management contract was entered into – a unique feature was the reducing expat skills and increasing local skills structure that speaks to local efficiency.</i></p>
<p><b>Headstream Water Holdings (Pty) Ltd: 2009 - 2016</b>  Shareholder and Chairman</p>	<p><i>A startup company with the exclusive rights in Sub Saharan Africa to sell Hybacs wastewater treatment technology, which was developed in Korea and commercialized by Blue Water Bio in the UK. Headstream Holdings acquired SAME (42%) in 2016. Projects rolled out mainly in local government and water board sector.</i></p>

<p><b>NMI Group of Companies and Trust (FMCG sector)</b>  2009 – 2013 (Director and Trustee)  Chair Group Agri Business EXCO,  Chair Group Audit &amp; Risk Committee (2009 – 2012)  Chair Group Marketing Committee,  Chair Namibia (2009 – 2013) and Botswana (2009 – 2010) subsidiaries</p>	<p><i>NMI is a group of private companies operating in Agri-processing business and FMCG industry (milling, production, distribution and selling of staple food and animal food and startup production of broilers) in 5 SADC countries. The annual turnover is R 3,5 billion with a staff compliment of 3 000. The Namibia operations contributes R 1,5 billion to the group's turnover and employs 1 400 people. Two green fields projects were embarked upon during my term, a new feeds plant dedicated to manufacturing of monogastric animal feed and establishment of a broiler industry (farming, abattoir and distribution network). The work involved also various engagements with political stakeholders (President level) and Trade and Industry officials.</i></p>
<p><b>Airports Company of SA Soc (ACSA)</b>  2010 – 2012: Director, Chaired Audit &amp; Risk Committee, Chaired Treasury &amp; Regulatory Committee, Member of Social and Ethics Committee;  2006 -2009: Specialist member of Audit and Risk Committee and Treasury &amp; Regulatory Committee</p>	<p><i>ACSA have embarked on an extensive capital upgrade phase since 2006 and with that the challenges for the roll out of such an ambitious programme (incl. funding, risk management, regulatory framework ad approvals). During the period ACSA also successfully tendered (with a Brazilian partner) for the concession to management one of Sao Paulo major international airports.</i></p>
<p><b>Bond Exchange of South Africa (BESA)</b>  2000 – 2003: Executive Committee Member  2003 – 2007: Governing Committee Member  2007- 2009: Director  Member of Audit and Risk Committee, Market Regulation Committee, Strategy Committee, Remuneration Committee</p>	<p><i>BESA was in 2000 still a mutual association of bond market participants (issuers, traders). After extensive consultation its was transformed and corporatised in 2003 and demutualized in December 2007. The JSE offer, for all the shares, were taken up by the shareholders and ownership transferred to the JSE with effect in June 2009, and from that date the independent non executive board ceased to exist.</i></p>
<p><b>AH Vest Limited (previously All Joy Foods):</b>  2008 – 2009: Non Executive Director and Chairman of Audit Committee</p>	<p><i>Manufacturer and distributor of food products. Joined the Board when African Harvest Investments bought the majority shareholding. Company is Alt-X listed.</i></p>
<b>Previous Executive Positions:</b>	
<p><b>Trans Caledon Tunnel Authority (TCTA) 1994 – 2008</b>  CEO 1998 to 2008  CFO 1994 to 1998</p> <p><i>Financial dimensions (2008):  Revenue R 2, 500 billion;  Assets R 23 billion;  Debt book of R 25 billion</i></p>	<p><i>Repositioned TCTA after completion of the engineering works on Phase 1A (Kalse Dam) as RSA Government Bulk Raw Water Supply Developer and Liability Manager. This included extensive consultation and agreement with local and international government structures and political leadership. RSA Cabinet approved TCTA's revised Notice of Establishment in 2000. This was preceded by changes in the Intergovernmental Protocols with Lesotho.</i></p> <p><i>Managed the development and implementation of mega water supply related infrastructure. Develop the project pipeline for projects after Lesotho Highlands Water Project (phase 1), Berg Water Project, Vaal Pipe line Project, Mooli Umgeni (Spring Grove Dam) Project, Olifants River Augmentation Project (MCWAP). Actively raised funding in the local and offshore capital markets, development funding agencies and export credit facilities. Was instrumental in the development of the local bond market, auction based funding mechanisms and inflation linked bonds. Annual funding needs varied from R 4 billion to R 5 billion. Structured institutional and financing arrangements to achieve co-operative governance and lowest possible funding rates. Developed sustainable long term water tariff models</i></p> <p><i>Actively managed stakeholder and shareholder relationships in political public and private sector. Actively</i></p>

*participated in the processes to restructure the water and sanitation sector.*

**Prior to 1994:**

Worked as a consultant for Deloitte (1992-1994): Mainly in business re-engineering.

Lectured at postgraduate level at UNISA - B Compt Hons in Advanced Taxation and Applied Auditing (1988-1991)

Deloitte - Audit Senior (1985 -1987)

Worked in Commerce - Corobrik Bloemfontein (1980 - 1982), Senekal Co-op (1982 -1984)

Completion of articles (1980) at Viljoen Louw Bartel - now part of KPMG

of National Expenditure); participate in relevant budget processes including roll-over requests; adjustment estimates; budget structures; advise on expenditure trends; managed budgets amounting to R7,65 billion and a staff complement of 5; infrastructure planning and finance; review of provincial transfers by the departments; initiate and support budget reform in the departments and public entities; monitor and support implementation of the PFMA and DORA in national departments and public entities; advise on implementation and interpretation of the Treasury Regulations and monitoring thereof; undertake in-year analysis of expenditure trends (early warning system); analysis of service delivery in the sector and relationship to government priorities. Provide policy analysis and advice to the Ministry of Finance, National Treasury and the relevant parties on issues related to the activities of the National Departments of Communications and Energy; facilitate appropriate policy costing; contribute to policy discussions to improve service delivery and contribute to overall corporate governance policy reviews; risk analysis, initiate Communications and Energy project discussions to contribute to economic growth; analysis of the overall energy industry value chain (i.e. electricity, coal, upstream and downstream gas + petroleum sector analysis, renewable, investment in production and consumption data analysis renewable energy, etc.); compile submissions and write reports including drafting and responding to Cabinet memoranda; Presentations to various stakeholders and Act as Chief Director from time to time.

<b>Reason for leaving</b>	:	Resigned – Received an offer to serve as Head of Department at the Energy Regulator with better financial rewards.
<b><u>Previous Employer</u></b>	:	<b>National Energy Regulator of South Africa (NERSA)</b>
<b>Position</b>	:	<b>Acting Researcher to support Board Member responsible for Petroleum Pipelines Regulation</b>
<b>Duration</b>	:	11 October 2005 to 28 February 2007
<b>Duties</b>	:	Undertake research to provide strategic input to the decision making process of the Petroleum Regulatory Authority on all matters relating to the petroleum pipelines regulatory function by undertaking benchmark studies; compile reports; attend Sub-Committee meetings; attend NERSA Board meetings and also serve as a scribe during the absence of the Board Secretary; manage own budget; give input to the drafting of rules and regulations within the sector; participate in conducting public hearings on regulatory matters and licensing issues; enforce regulatory

Management; review regulatory frameworks and align them with latest developments in the overall electricity industry from both supply and demand perspectives by also factoring the legislative implications; provide strategic support to the tariff methodology development and review, engage policy makers and other key players in government to influence the policy direction in the energy sector; provide strategic and technical advice to the board of directors of the Energy regulator; undertake financial, economic, technical analysis and social research to ascertain the impact of regulatory frameworks, decisions and analysis on the broad macroeconomic variables in the overall economy; investment and project appraisal/analysis, facilitate investment in electricity distribution infrastructure; infrastructure planning and maintenance, serve as a regulatory specialist and provide constructive inputs into the overall legislative frameworks; provide support to the Ministry of Energy in the restructuring of the overall electricity industry; represent the Energy Regulator at regional forums (such as the Southern African Power Pool, African Forum of Utility Regulators, Regional Energy Regulators Association and continue to advise the Ministry of Finance on the fossil fuel subsidies and price volatility at the G-20 conventions), electricity industry value chain analysis, promote access to the integrated power system by independent power producers, especially renewable energy project developers to the grid, and manage staff complement of 5 specialists and an operational budget of R6 million for the department; serve in the management committee (ManCo) of the organization and act as an Executive Manager as and when required. Coaching emerging small micro and medium (SMME) entrepreneurs.

**Reason for leaving** : Resigned – subsequent to being offered a contract opportunity to assist the GDED with the implementation of the township economy Revitalization and Industrialization Strategy, including professional coaching and mentoring emerging entrepreneurs in Gauteng.

**Previous Employer 4** : National Treasury (South Africa)

**Position** : Director (Energy & Telecoms - Public Finance)  
**Chief Directorate** : Urban Development & Infrastructure Planning  
**Period** : 01<sup>st</sup> March 2007 to 30<sup>th</sup> September 2010  
**Duties** : Provide strategic support to the National Departments of Communications and Energy in preparing budgets and budget documentation; analyse these departments' budget submissions and budgets and contributions to budget documentation (i.e. inputs to the Medium-Term Budget Policy Statement, Budget Review & Estimates



<b>Duties</b>	:	Strategic, Operations, Human Resources, Programmes/Projects, Knowledge, IT & Financial Management; oversee the day-to-day running of the non-governmental organization; Strategic and technical advisory services to the Board; Research; technical support to programme and project implementation; Professional Mentoring and Coaching of the youth and young entrepreneurs. Discharge responsibilities of this position as and when required, including business development and fund raising.
<b>Reason for leaving</b>	:	Resigned – the NGO did not have sufficient funding to cover the HR costs, so we reached a mutual separation arrangement with the Executive Director.
<b>Previous Employer 2</b>	:	<b>Gauteng Department of Economic Development (GDED)</b>
<b>Position</b>	:	<b>Head of Economic Infrastructure Planning &amp;</b>
<b>Delivery</b>	:	01 <sup>st</sup> October 2015 to 31 <sup>st</sup> July 2016
<b>Period</b>	:	Implementation of the Township Economy Revitalization Strategy (TER); Project management for both the establishment of new and refurbishment of existing township industrial parks/hubs. Technical and strategic advisory services to the GDED on the transformation, modernization and industrialization of the Gauteng economy.
<b>Duties</b>	:	Mentoring and coaching emerging entrepreneurs from historically disadvantaged communities (townships). Budget and supply chain management of contractors providing construction services to the GDED on the development of economic infrastructure. Oversight of infrastructure projects at the industrial and special economic development zones in Gauteng.
<b>Reason for leaving</b>	:	Resigned – suffered undue political pressure and refused to get involved in unethical behavior (not willing to compromise my integrity), then an irretrievable breakdown in relationship with the leadership of the GDED became apparent. I then decided to work as an independent Consultant and provide technical and strategic advisory services to corporates and individuals (as a professional Business Coach and Mentor).
<b>Previous Employer 3</b>	:	<b>National Energy Regulator of South Africa (NERSA)</b>
<b>Position</b>	:	<b>Head of Department: Electricity Regulatory Reform</b>
<b>Period</b>	:	01 <sup>st</sup> October 2010 to 30 September 2015
<b>Duties</b>	:	Administration and Management of Transmission and Distribution Grid Codes, review and evaluation of Eskom's annual Transmission Planning Strategy, Risk

## SECTION C

### EMPLOYMENT HISTORY

- Present Employer 1** : **Organization Undoing Tax Abuse (OUTA) – Civil Society Organization (NGO)**
- Position** : **Head: Energy Portfolio**  
**Period** : **01 November 2017 to date**  
**Duties** : **Provision of consulting, technical and strategic to OUTA Board of Directors; investigate and analyse cases of corruption, maladministration & wasteful/fruitless expenditure in the public sector; hold those responsible for wrong doing accountable and open civil or criminal cases against them; serve as a Media spokesman for OUTA on energy matters; compile comprehensive submissions on energy policy matters and deliver presentations at public hearings on behalf of OUTA supporters and the general public; conduct research on energy policy; advise government on policy rationality; serve as the voice of the voiceless in energy matters, especially on electricity price increases and their impact on ordinary people. Attend and present at Parliament's Portfolio Committees on Energy & Public Enterprises; Compile and deliver presentations at national and international conferences on energy matters and on the role of civil society in the energy sector. Serve as Resident Technical Advisor by providing and proposing solutions to ordinary members of the public and corporate (especially the media) about energy, especially electricity supply problems and challenges; Serve as an Activist on all energy matters that affect ordinary citizens.**
- Present Employer 2** : **Khomanani Xcel Consulting (PTY) Ltd**
- : **Self-Employed as an Independent Consultant (own company)**
- Position** : **Managing Director**  
**Period** : **07 June 2016 to date**  
**Duties** : **Provision of consulting, technical and strategic advisory services to corporates, professional business coaching and mentoring services**
- Previous Employer 1** : **Southern African Youth Movement (SAYM) - NGO**
- Position** : **Chief Operations Officer (Part-time work)**  
**Period** : **03 January 2017 to 30/09/2017**

Courses Passed	:	Human Resources; Marketing; Economics; Strategic Management; Accounting (Financial Management & Analysis); Operations Management; Group Dynamics and Strategic Golf Business Leadership Course.
<b>Qualification 3 (NQ8)</b>	:	<b>Post Graduate Diploma in Mining Engineering</b>
Institution	:	University of Witwatersrand
Year Obtained	:	2006
Courses Passed	:	Mineral Policy and Investment; Mineral Economics; Economic Geology of SA Coal; Coal Quality and Utilisation; Coal and the Environment; and Coal Extraction & Exploitation.
<b>Qualification 4</b>	:	<b>B. Com Degree</b>
Institution	:	University of Pretoria (former Vista University)
Year Obtained	:	1995
Courses Passed	:	Accounting I II III; Economics I II III; Commercial Law I II; Auditing I II; Business Management I; Statistical Methods; Income Tax and Administration of Estates III.

#### Other Short Courses

- > Public Sector Management, Governance & Fiscal Sustainability Techniques (Washington DC, USA)
- > Accredited Assessor – with 15 credits, Level 5, ID No. 116753 (Accreditation No. ETD9963);
- > Renewable Energy Policy Training by United States Agency for International Development;
- > Regulatory Impact Analysis: Methodology for Cost-Benefit Analysis of Regulations (Washington DC, USA);
- > PURC/World Bank International Training Program on Utility Regulation and Strategy (University of Florida, USA);
- > Practicing Leadership in a Political Environment (University of Florida, USA);
- > Managing Regulatory Reform in the Energy and Water Sectors (University of Stellenbosch);
- > AFUR Training Programme on Electricity and Water-Tariff Design
- > Advanced Business Writing;
- > Performance Budgeting and Financial Management Programme;
- > Standard Chart of Accounts Reporting within the Public Sector;
- > Project Management for Non-Project Managers;
- > Project Management in the Public Sector;
- > Coal Management and Marketing (University of Witwatersrand);
- > Coal, Coke and Carbon Materials (University of Witwatersrand); and
- > Business Process Benchmarking.

#### Computer Literacy

Microsoft Office	:	Outlook; Word; Excel; PowerPoint and Project. Lotus-1-2-3; QuattroPro; Word Perfect; Multimate (Word Processing); Spreadsheet Processing; Data Processing (dBase III Plus).
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## SECTION A

### PERSONAL DETAILS

Surname : [REDACTED]  
First Names : [REDACTED]  
ID Number : [REDACTED]  
Nationality : South African

Postal & Res Address : Unit 38, Sunset Gardens,  
39 Hefer Street, Naturena Ext. 19  
JOHANNESBURG, 2095

Contact Numbers : [REDACTED]  
Email: maronza97@gmail.com

Drivers License : EB (Code 08)

Hobbies : Reading, going to church, listening to music, jogging,  
watching sport, travelling.

## SECTION B

### EDUCATION

Highest Standard Passed : Standard 10 (Grade 12)  
School : Necema Commercial High  
Year Completed : November 1989

### TERTIARY EDUCATION

Qualification 1 : **Masters in Business Administration (MBA) Degree**  
Institution : University of South Africa (Graduate School of  
Business Leadership in collaboration with the Keynes  
Milton University, London, UK)

Year Obtained : 2014  
Courses Passed : Fundamentals of Senior Management; Strategy  
Formulation; Strategy Implementation; Introduction to  
Business Research; Business Research; Managing  
Change; Financial Management; Financial Strategy;  
Project Management; Work Study; Marketing in a  
complex world. Dissertation in South African Electricity  
Generation mix and its implications on climate change.

Qualification 2 : **Management Advancement Programme (MAP)**  
Certificate :  
Institution : Wits Business School  
Year Obtained : 2008

RESUMÉ

Of.





## Application for Employment

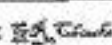
<p><b>WHAT IS THE PURPOSE OF THIS FORM</b></p> <p>To assist a government department in selecting a person for an advertised post.</p> <p>This form may be used to identify candidates to be interviewed. Since all applicants cannot be interviewed, you need to fill in this form completely, accurately and 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 back 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>	<p><b>A. THE ADVERTISED POST</b></p> <table border="1"> <tr> <td>Position for which you are applying (as advertised)</td> <td>Department where the position was advertised</td> </tr> <tr> <td><b>DIRECTOR-GENERAL</b></td> <td><b>PUBLIC ENTERPRISES</b></td> </tr> <tr> <td>Reference number (as stated in the advert)</td> <td>If you are offered the position, when can you start OR how much notice must you serve with your current employer?</td> </tr> <tr> <td><b>DPE/2019/010</b></td> <td><b>1 CALENDAR MONTH NOTICE</b></td> </tr> </table>		Position for which you are applying (as advertised)	Department where the position was advertised	<b>DIRECTOR-GENERAL</b>	<b>PUBLIC ENTERPRISES</b>	Reference number (as stated in the advert)	If you are offered the position, when can you start OR how much notice must you serve with your current employer?	<b>DPE/2019/010</b>	<b>1 CALENDAR MONTH NOTICE</b>																																															
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D. LANGUAGE PROFICIENCY - state 'good', 'fair' or 'poor'						
	Languages (specified)					
	ENGLISH	AFRIKAANS	TSONGA	SOThO	VENDA	ZULU
Speak	GOOD	FAIR	GOOD	GOOD	FAIR	GOOD
Read	GOOD	GOOD	GOOD	GOOD	FAIR	FAIR
Write	GOOD	FAIR	GOOD	FAIR	POOR	POOR

E. QUALIFICATIONS <sup>2</sup> (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
<b>PLEASE REFER TO ATTACHED CV</b>		
Current study (institution and qualification)		

EMPLOYMENT 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		
<b>PLEASE REFER TO ATTACHED CV</b>							
If you were previously employed in the Public Service, indicate whether any condition exists that prevents your re-employment						YES	NO
If yes, provide the name of the previous employing department							

REFERENCES (please ignore if you have attached a CV with these details)		
Name	Relationship to you	Tel. No. (office hours)
<b>PLEASE REFER TO ATTACHED CV</b>		

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: 	Date: 12 July 2019

**DPE1 | Basadzi Media & Personnel**

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**From:** [REDACTED]@gmail.com>  
**Sent:** Friday, July 12, 2019 12:22 PM  
**To:** DPE1 | Basadzi Media & Personnel  
**Subject:** Director-General  
**Attachments:** Cover Letter - DPE - DG - Ron Chauke - 12 July 2019.pdf; Certified Copies - GR Chauke.pdf; Z63 Application for Employment - DG - DPE - 12 July 2019.pdf; Just Ron's Update Resume - 2019.pdf


Good day

May you kindly consider the attached documents as my application for the advertised position of Director-General at the Department of Public Enterprises.

Your feedback would be greatly appreciated.

Regards  
Ronald  
0826669704



 <p> <b>ID</b> [REDACTED]  <b>Gender</b> African Female  <b>Address</b> [REDACTED]  <b>Email</b> [REDACTED]  <b>Cell num</b> [REDACTED] </p> <p> <b>CERTIFICATES</b>          BSc (Eng) (UCT) ... Electrical          MBA (BMC)          EDP (Wits)          AMP (Harvard)          Construction Management Certificate (UCT)          OHS Management Certificate (UCT)          Digital Marketing (UCT)          Energy Efficiency and Sustainability (UCT) </p>	<p> <b>Profile:</b>          Highly experienced leader in the energy industry, having successfully led a division of over 13,000 employees both in Distribution and Customer Services for over 15 years. Has expertise in Training and Development; Infrastructure Development &amp; Management; Operations Management and Budget Management. Recent achievements include introduction of Customer Centricity in Eskom, improvement of technical and safety performance and optimisation of Capital Expenditure (CAPEX) and Operating Expenditure (OPEX) budgets. My skills and core competencies include division management &amp; strategic oversight; client and stakeholder outreach; market insights; budget management; negotiation; leadership, collaboration &amp; team building; product &amp; sales development and communication. </p> <p> <b>Employment History:</b>          Held various leadership roles in Eskom across the country in the 27 year-career with the company. Experience includes being a member of Executive Committee (EXCO); chairing various EXCO sub-committees and participating in Board sub-committees. Also served on four boards (Eskom Risk Industries; CSIR; SANEA and EAP) as a non-executive member and chaired the Audit &amp; Risk Committee at CSIR. Current Audit Committee member and Chair of Performance Committee at Lesedi Local Municipality. </p> <p> <b>Awards:</b>          2001 Most Promising Woman ... ESKOM          2005 Executive of the Year Runner-Up ... ESKOM          2010 Special Award 2010 MW Project ... ESKOM          2014 Business Woman of the Year Award Finalist Government Category ... BWA          2017 Africa's Most Influential Women in Public Enterprises (Country, Regional and Continental Winner) ... CEO Global </p> <p> <b>Professional Affiliations:</b>          Registered with the Engineering Council of South Africa (ECSA) as a professional engineer; Member of the following Institutions </p> <ul style="list-style-type: none"> <li>• South African Institute of Electrical Engineers (SAIEE)</li> <li>• Institute of Directors (IOD)</li> </ul>
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**CURRICULUM VITAE**

Year/Period	Role/Designation	Brief summary of responsibilities
1 Jan 2019 to date	<p><b>Executive Director:</b> [REDACTED] Solutions (Pty) Ltd</p> <p><b>Director:</b> Utility Coach (Pty) Ltd</p>	<p>I own an engineering consulting firm, which focuses on bespoke technical solutions for its clients in the Energy Industry. Service areas include general energy consulting services, energy management, property acquisition and development, business analysis, asset management, information technology solutions, infrastructure development and project management. We also provide training and development through mentorship, coaching and technical exposure.</p>
1 June 2007 to 31 Dec 2018	<p><b>Eskom EXCO member and Group Executive for Distribution and Customer Services Divisions</b></p>	<p>In heading up the Distribution and Customer Services Divisions, I was accountable for an asset base worth over R2,50bn; 18,000 employees; over 6 million customers; a budget of around R20bn (CAPEX and OPEX) and a revenue base of R185 bn. Critical in this are business governance, health and safety of assets (both employees and infrastructure) and overall business performance. From a governance point of view, we had split the Division into nine provinces in line with the provinces in the country. These provinces were managed by General Managers (GMs) who reported to me.</p> <p>As the EXCO member responsible for Distribution (DX), I operated in a governance structure that mimicked the King IV recommended structures, with additional structures that focus on operations and safety. To lay the foundation for good governance, I have a good appreciation of the Public Finance Management Act (PFMA) and the Company's Act, which govern the way we managed our business. Also, I understand the role of the board (as the shareholder representative) and how it interfaces with EXCO. More importantly and relevant for sustainability of any business, I appreciate the importance of ethical leadership and strive to live up to ethical standards all the time.</p> <p>For business operations, some of the committees that I chaired are DX EXCO; Divisional SHEQ (Safety, Health, Environment and Quality); EXCO Procurement Committee; Customer Council; etc. I was also a member of the Investment Committee of EXCO, which is a critical committee for company investments.</p>

		<p>I was also an official at Board's sub-committees such as the People &amp; Governance Committee; Sustainability, Ethics and Social Committee and Investment &amp; Finance Committee. As a member of the Institute of Directors, I also attended the governance course for Directors to strengthen my appreciation of good governance.</p>
<p>1 April 2004 to 31 May 2007</p>	<p><b>General Manager and Engineering Manager for Eskom Western Region</b></p>	<p>I headed Distribution's Western Region, first as the Engineering Manager and then later as the General Manager. This region was made up of the Western Cape and part of the Northern Cape Provinces. I had a about 2,000 employees in my books and over 250,000 customers that I was responsible to service. Key activities were asset management, customer servicing, technical performance, finance management and safety management.</p>
<p>1 January 1998 to 31 March 2004</p>	<p><b>Various middle and senior management positions in Training, Planning and Design (Eskom)</b></p>	<p>Having joined Eskom as an engineer-in-training, I worked my way up the organisation occupying various positions which gave me an overall view of the energy industry, with strong emphasis in the Distribution Industry. One of the roles I occupied was Technical Training which focused on training of engineers, technicians and artisans. We designed and implemented training programs in line with ECSA registration requirements, ensuring that those trainees would be eligible to register as professionals. These training programs were supported with a strong mentorship and coaching program, and were generally accredited by the relevant bodies (e.g. Energy Sector Education and Training Authority (E-SETA) at the time). I also served as the Planning Manager, accountable for infrastructure planning for growth and refurbishment. At some stage, I was the Design Manager responsible for implementing all infrastructure design projects, informed by the Masterplans developed in the planning department.</p>
<p>1 March 1992 to 31 Dec 1997</p>	<p><b>Engineer in training and various technical positions at Eskom</b></p>	<p>I joined Eskom after graduating with a B Sc in Electrical Engineering and did my training program as outlined by the Engineering Council of South Africa (ECSA). This culminated in my professional registration with ECSA, and I progressed in the organisation until I was an EXCO member.</p>

		<p>I complemented my degree with an MBA (International Management Centres); EDP (Wits) and AMP (Harvard Business School). I also have short-course certificates from UCT – OHS Management; Construction Management; Energy Efficiency &amp; Sustainability and Digital Marketing. I have certified all my certificates and am able to share copies on request.</p>
<p>Certificates and qualifications Acronyms</p>		<p>AMP → Advanced Management Program          B Sc (Eng) → Bachelor of Science in Engineering          ECSA → Engineering Council of South Africa          EDP → Executive Development Program          MBA → Master of Business Administration          OHS → Occupational Health &amp; Safety          Pr Eng → Professional Engineer</p>



UNIVERSITY OF CAPE TOWN  
*with which is incorporated the South African College*

**Degree of  
Bachelor of Science in Engineering**

*We hereby certify that* **AYANDA NOAH**  
*was admitted to the Degree of Bachelor of Science in  
Engineering in Electrical and Electronic Engineering  
on* **13 DECEMBER 1989.**

TO REGISTER AN ACADEMIC PROGRAMME IN A FACULTY OR SCHOOL OF ENGINEERING OR TECHNOLOGY OF THE UNIVERSITY OF CAPE TOWN, THE CANDIDATE MUST BE A QUALIFIED ENGINEER OR TECHNOLOGIST AS DEFINED BY THE SOUTH AFRICAN BOARD OF ENGINEERING AND TECHNOLOGY (SABET).	TO REGISTER AN ACADEMIC PROGRAMME IN A FACULTY OR SCHOOL OF ENGINEERING OR TECHNOLOGY OF THE UNIVERSITY OF CAPE TOWN, THE CANDIDATE MUST BE A QUALIFIED ENGINEER OR TECHNOLOGIST AS DEFINED BY THE SOUTH AFRICAN BOARD OF ENGINEERING AND TECHNOLOGY (SABET).
2008/11/04 [Signature]	[Signature]
VICE-CHANCELLOR UNIVERSITY OF CAPE TOWN	REGISTRAR UNIVERSITY OF CAPE TOWN

[Redacted Signature]  
Vice-Chancellor

[Redacted Signature]  
Registrar

1. I CERTIFY THAT THIS IS A TRUE AND CORRECT COPY OF THE ORIGINAL DOCUMENT WHICH WAS HANDLED TO ME BY AN AUTHORIZED OFFICIAL OF THE DEPARTMENT OF HOME AFFAIRS AND THAT I HAVE NOT MADE ANY CHANGES TO THE ORIGINAL DOCUMENT.

2. I CERTIFY THAT THIS IS A TRUE AND CORRECT COPY OF THE ORIGINAL DOCUMENT WHICH WAS HANDLED TO ME BY AN AUTHORIZED OFFICIAL OF THE DEPARTMENT OF HOME AFFAIRS AND THAT I HAVE NOT MADE ANY CHANGES TO THE ORIGINAL DOCUMENT.

**SURNAME** [REDACTED]  
**DATE** [REDACTED] 1968  
**PLACE** [REDACTED]

**NAME IN FULL** [REDACTED]  
**CLASS** [REDACTED]

**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]  
**S.A. ORDER** [REDACTED]



**SURNAME** [REDACTED]  
**FORWARDED** [REDACTED]



**COUNTRY OF BIRTH**  
**SOUTH AFRICA**  
**DATE OF BIRTH** [REDACTED]

**DATE ISSUED** [REDACTED]

ISSUED BY AUTHORITY OF  
THE DIRECTOR-GENERAL  
HOME AFFAIRS

# International Management Centres

This is to certify that

[REDACTED]

Has been successful in all modules of the Learning and Research and  
achieved the degree of membership hereunder

*Master of Business  
Administration*

with Credit

By the advice of the Council of the International Management Centres, and shall hereafter enjoy all the  
Rights, Privileges and Responsibilities attaching thereto, including most  
particularly Continuing Membership and Personal Lifelong  
Career Development.



on this *first* day of *December 2001* at *Buckingham*



[REDACTED]

Regional Dean

[REDACTED]

Registrar



UNIVERSITY OF THE WITWATERSRAND  
JOHANNESBURG

FACULTY OF COMMERCE, LAW & MANAGEMENT

GRADUATE SCHOOL OF  
BUSINESS ADMINISTRATION

# Executive Development Programme



[REDACTED]

participated in and successfully completed the above Programme during the period

02 JULY - 10 AUGUST 2008



STUDENT AT HIS/HER OWN RISK AND WITHOUT LIABILITY TO THE UNIVERSITY OF THE WITWATERSRAND FOR ANY LOSS OR DAMAGE TO HIS/HER PERSON OR PROPERTY WHICH MAY BE INCURRED WHILE PARTICIPATING IN THE PROGRAMME.

THE UNIVERSITY OF THE WITWATERSRAND ACCEPTS NO LIABILITY FOR ANY LOSS OR DAMAGE TO HIS/HER PERSON OR PROPERTY WHICH MAY BE INCURRED WHILE PARTICIPATING IN THE PROGRAMME.

THE UNIVERSITY OF THE WITWATERSRAND ACCEPTS NO LIABILITY FOR ANY LOSS OR DAMAGE TO HIS/HER PERSON OR PROPERTY WHICH MAY BE INCURRED WHILE PARTICIPATING IN THE PROGRAMME.

NAME OF STUDENT: [REDACTED]

DATE: 10 August 2008

[REDACTED]

Date: 10 August 2008





HARVARD BUSINESS SCHOOL

AYANDA NOAH

HAS SUCCESSFULLY COMPLETED  
THE 19TH SESSION OF

ADVANCED MANAGEMENT PROGRAM

IN WHICH THE FOLLOWING  
PRINCIPAL THINATIONS ARE  
ARE HERETO AFFIDED

[Redacted Signature Area]

[Redacted Text Area]

Department of Communications and Digital Technologies

The Department of Communications and Digital Technologies is inviting applications from persons who are suitably qualified to join the Department as it strives to be the employer of choice in the Public Service and the preferred place in the ICT sector for intellectual stimulation, leadership growth and national contribution.

**APPLICATIONS:** Please forward your application via email to: [REDACTED] (quoting the relevant reference in the subject line).

**Note:** Applications must be submitted on a Z83 Form, obtainable from any Public Service department and should be accompanied by a recently updated comprehensive CV and certified copies not older than six (6) months of all qualification(s), and ID document. Applications received after the closing date will not be considered. e-mailed applications will be considered. Should you be in possession of a foreign qualification, it must be accompanied by an evaluation certificate from the South African Qualifications Authority (SAQA). Failure to submit the requested documents will result in your application not being considered. All qualifications are subject to verification. Due to the large volumes of responses anticipated, receipt of applications will not be acknowledged, and correspondence will be limited to short-listed candidates only. All Senior Management Service appointments are subject to security clearance procedures before and after assumption of duty, declaration of financial interests within 30 days of appointment, entering into an employment contract and signing of a performance agreement. Competency assessments as well as technical exercises will be conducted for all SMS posts. Before a letter of appointment will be issued, the successful completion of the Public Service Senior Management Leadership Programme [REDACTED] as endorsed by the National School of Government available as an online course on www.[REDACTED] will be required. If you have not been contacted within three (3) months of the closing date, please accept that your application was unsuccessful. Please note that CV's submitted will be destroyed after the three (3) months period. The Department reserves the right not to make appointment(s) to the advertised post(s). Candidates, whose appointment/promotion/transfer will promote the achievement of employment equity within the Department, will receive preference.

**CLOSING DATE:** 21 August 2020

**SMS POST**

**POSITION:** DIRECTOR-GENERAL: COMMUNICATIONS AND DIGITAL TECHNOLOGIES (5 YEAR CONTRACT)

**SALARY:** An all-inclusive package of R1 978 533 per annum (Salary Level 16), comprising of a basic salary (70% of package, employer's contribution to the Government Employee Pension Fund (16% of basic salary) and a flexible portion. A non-pensionable allowance equal to 10% of the annual all-inclusive remuneration package is also payable.

**CENTRE:** Pretoria, Hatfield

**REQUIREMENTS:** A comprehensive understanding of public policy, preferable in the ICT sector, and proven knowledge of the dynamics of the new converged environment. A Senior Certificate, an Undergraduate Qualification and a Post Graduate Qualification (NQF level 6) as recognized by the South African Qualifications Authority (SAQA). Applicants should have 8 to 10 years of experience at a senior managerial level (at least 3 years of which must be with any organ of State as defined in the Constitution, Act 108 of 1996). Advanced knowledge of South African ICT sector, its policies and how they are impacted on by global development will be an added advantage.

**COMPETENCIES:** Extensive knowledge of the Public Service Regulatory Frameworks, inclusive but not limited to the Constitution, Public Service Act and Regulations, Public Administration Management Act, 2014 (PAMA), the Public Finance Management Act, 1999, Supply Chain Management procedures and other relevant prescripts. Sound knowledge of the ICT regulatory environment. Sound financial and economic monitoring/analysis capabilities, and proven change management abilities. Advanced knowledge of management and service delivery

innovation, problem solving skills and analysis attributes. Be client and customer oriented and be computer literate. Excellent communication skills, both verbal and written. Analytical thinking and research skills. Strategic thinker / leader / manager who can operate at various levels and in a complex stakeholder environment. Sound knowledge of the political economy in terms of the ICT sector.

**DUTIES:**

Reporting to the Minister, the Director-General will be responsible for providing strategic leadership and direction in delivering the mandate of the Department. He/she will: Provide overall strategic leadership of the department to achieve the strategic goals and outcomes of the department. Act as the Accounting Officer of the department in ensuring that the resources allocated to the department are optimally used to achieve the strategic objectives of the department. Coordinate and facilitate an affordable broadband access throughout the Republic, particularly in under-served areas (rural and townships) in line with SA Connect. Coordinate and facilitate the implementation and completion of BDM. Facilitate and coordinate the development of an inclusive information society and knowledge economy through the comprehensive e-strategy. Ensure that all the State-Owned Companies (SOCs) under this department function optimally and deliver on their respective mandates and where necessary they are rationalised in line with the recommendations of the Presidential Review Committee. Facilitate and contribute to the development of modern, sustainable, competitive and affordable Postal and ICT sector in the Republic. Ensure that there are effective and integrated policies to drive the growth of this sector in South Africa.

**ENQUIRIES :**

[REDACTED]

# CERTIFICATE OF COMPLETION

PURC Leadership Workshop



has completed *Practicing Leadership in a Political Environment*

June 25, 2011, Gainesville, Florida USA

A handwritten signature in cursive script, appearing to read "Mark A. Jamison".

Mark A. Jamison  
Director, Public Utility Research Center,  
University of Florida

**UF** | Public Utility Research Center  
UNIVERSITY OF FLORIDA

SUID AFRIKAANSE POLISIERS  
STATION COMMANDER  
2017-07-23  
CLIENT SERVICE CENTRE  
HILLBROW  
SOUTH AFRICAN POLICE SERVICE

has completed  
NAME: [Redacted]  
NAME IN FULL: [Redacted]  
[Handwritten signature]  
[Handwritten text]



# Certificate of Achievement

is awarded to

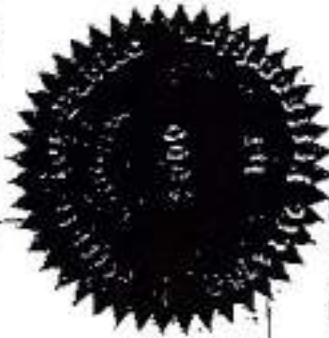
[REDACTED]

In Recognition of Successfully Completing the Program Requirements for

## Regulatory Impact Analysis: Methodology for Cost-Benefit Analysis of Regulations

July 30 - August 10, 2012

Washington, DC



*Thomas H. White*

Thomas H. White

Director

The Institute for Public- Private Partnerships (IP3)

1611 North Kent St, Arlington, VA 22209



IP3 is authorized by LACEET to offer  
6.0 CEU's for this program

SOUTH AFRICAN POLICE SERVICE  
 SUPERVISOR COMMANDER  
 2017-07-23  
 CLIENT SERVICE CENTRE  
 HILBROU  
 SOUTH AFRICAN POLICE SERVICE

MR. J. P. ...  
 MR. ...  
 MR. ...  
 MR. ...



# Certificate of Achievement

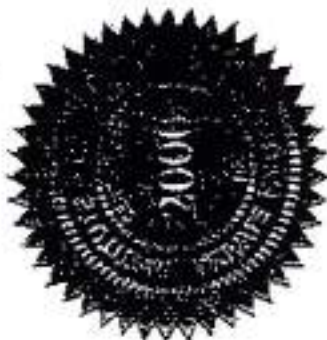
is awarded to

[REDACTED]

In Recognition of Successfully Completing the Program Requirements for

Public Sector Management, Governance & Fiscal Sustainability  
Techniques

April 6-17, 2015  
Arlington, VA, USA



IP3 is authorized by IACET to offer  
6.0 CEU's for this program

*[Signature]*  
MORAY  
MORAY

*[Signature]*

David Baxter  
Director

The Institute for Public-Private Partnerships (IP3)

1320 N Courthouse Road, Suite 500, Arlington, VA 22201



VISTA  
UNIVERSITY



STATION COMMANDER  
2017-07-23  
CLIENT SERVICE CENTRE  
HILLBROOK  
SOUTH AFRICAN POLICE SERVICE

This is to certify that the three-year degree

**BACCALAUREUS  
COMMERCI (BCom)**

NAME	
NO.	
DATE	
ISSUED BY	
REMARKS	
APPROVED BY	
DATE	

*[Handwritten Signature]*  
7/12/17

was conferred this day at a  
congregation of the University  
upon

after complying with the provisions of the Act,  
Statutes and Regulations of the University

*L. J. Bantye*  
VICE-CHANCELLOR

Proctor  
Republic of South Africa

1 April 1905

Document Number  
029209784 0210694

*[Handwritten Signature]*  
REGISTRAR





STATION COMMANDER  
2017-07-23  
CLIENT SERVICE CENTRE  
HILLCROFT  
SOUTH AFRICAN POLICE SERVICE

RECEIVED BY: [Signature]  
DATE: 2017-07-23  
NAME OF DEPARTMENT: [Signature]  
NAME IN FULL: [Signature]



UNIVERSITY OF THE WITWATERSRAND,  
JOHANNESBURG

This is to Certify that  
on 16 May 2006



having satisfied the requirements  
is hereby granted the  
**Graduate Diploma in Engineering**  
**Mining Engineering**

[Signatures and official stamps]



Certificate of Competence

UNIVERSITY OF THE WITWATERSRAND  
JOHANNESBURG

FACULTY OF COMMERCE, LAW & MANAGEMENT

GRADUATE SCHOOL OF  
BUSINESS ADMINISTRATION

MANAGEMENT ADVANCEMENT  
PROGRAMME



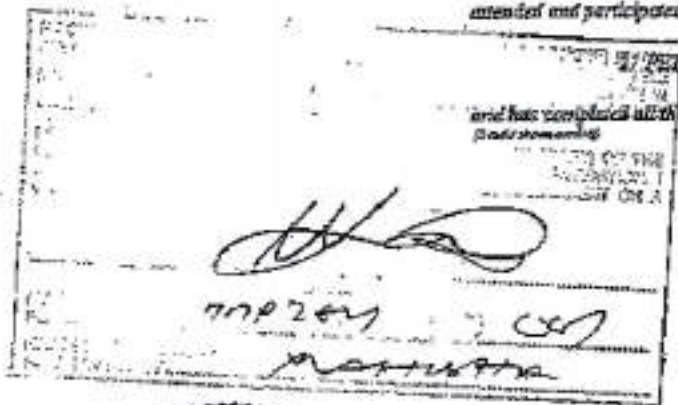
This is to certify that

[Redacted Name]

attended and participated in the Programme during the period

15 FEBRUARY - 21 SEPTEMBER 2006

and has completed all the requirements prescribed for the programme



[Redacted Signature]

Director

[Redacted Signature]

Dean

Date: 16 December 2006





### **CURRICULUM VITAE**

[REDACTED] (Member Institute of Directors)  
Black South African Citizen Female  
ID No: [REDACTED]  
[REDACTED]  
[REDACTED] Johannesburg  
Cell: [REDACTED]  
Email: [REDACTED]

### **BRIEF PROFILE**

Miss [REDACTED] is a seasoned business executive with combined sixteen years work experience in areas of Corporate Strategy, Business Systems Implementation (ISO 9001:2008), Big Capital Project Financing (compliance and monitoring), Corporate Governance, and Financial Management. She also has ten years governance experience that she gained whilst serving in various Boards, Audit and other Committees, Rental Tribunal and lately a Regulating Committee member for ACSA and ATNS. This is coupled with good research and analytical skills, in macro – economics and finance. She is also passionate about good corporate governance practices, with emphasis on leadership effectiveness and business system improvements.

Academically she holds a Post Graduate Diploma in Business Administration (PD&A) from the University of Pretoria's Gordon Institute of Business Science (Gibs), BCOM- Accounting and she is also a qualified Banker with CAIB (SA) from the Institute of Bankers of South Africa, specializing in Risk Management and Management of Credit Risk. She is also a registered Business Accountant in Practice with the Southern African Institute for Business Accountants. She also has a Corporate Governance course (Board Level) from the Institute for Chartered Corporate Secretaries Southern Africa (ICSA). She has also studied towards an MBA at Gibs which she did not complete.

### **QUALIFICATIONS**

- |                             |  |
|-----------------------------|--|
| <b>Name of Institution:</b> | University of Johannesburg   |
| <b>Status:</b>              | Currently Studying   |
| <b>Qualification:</b>       | Masters – Industrial Policy Development (Year 1 of 2)  |
| <br>                        |  |
| <b>Name of Institution:</b> | Institute of Chartered Secretaries – South Africa  |
| <b>Status:</b>              | Currently Studying   |
| <b>Qualification:</b>       | Chartered Company Secretary  |
| <b>Courses:</b>             | (i) Corporate Governance - <b>Passed</b><br>(ii) Corporate Administration – <b>Passed</b><br>(iii) Corporate Secretariat ship, - <b>Writing in October 2017</b><br>(iv) Corporate Financial Management - <b>Writing October 2017</b> |
| <br>                        |  |
| <b>Name of Institution:</b> | University of Pretoria's Gordon Institute of Business Science (Gibs)   |
| <b>Status:</b>              | Incomplete   |
| <b>Qualification:</b>       | MBA  |
| <b>Courses Passed:</b>      | (i) Corporate Finance<br>(ii) Financial Accounting,<br>(iii) Management Accounting,<br>(iv) Macro Economics,<br>(v) Human Behavior and Performance in South Africa,  |

- (vi) Information and Knowledge Management,
- (vii) Value Chain Management

**Name of Institution:** University of Pretoria's Gordon Institute of Business Science (Gibs)  
**Completed:** December 2010  
**Qualification:** Post Graduate Diploma in Business Administration [NQF Level 8]  
**Courses:**

- (i) Economics-Prices & Markets
- (ii) Financial Accounting
- (iii) Human Resource Strategies,
- (iv) Information & Knowledge Management,
- (v) Innovation & Design,
- (vi) Integrating Structures & Processes (Business Strategy).
- (vii) Macro-Economics,
- (viii) Management Accounting,
- (ix) Marketing,
- (x) Operations Management,
- (xi) Organizational Behaviour,
- (xii) Personal & Organizational Effectiveness.

**Name of Institution:** Institute Of Bankers South Africa  
**Completed:** 2001  
**Qualification:** Certificated Associate of the Institute of Bankers (SA) - CAIB (SA)  
**Courses:**

- (i) Conflict Resolution,
- (ii) Creativity, Innovation and change.
- (iii) Financial Concepts,
- (iv) Management of Credit Risk,
- (v) Managing Diversity,
- (vi) Practical Law of Bankers,
- (vii) Principles of Marketing,
- (viii) Problem Solving Skills,
- (ix) Property Finance,
- (x) Relationship Marketing,
- (xi) Risk Management,
- (xii) Supervisory Management,
- (xiii) Team Effectiveness

**Name of Institution:** University Of Transkei  
**Completed:** 1999  
**Qualification:** Bcom - Accounting  
**Courses:**

- (i) Financial Accounting 1 to 3,
- (ii) Taxation 1,
- (iii) Business Management 1,
- (iv) Commercial Law 1 & 2,
- (v) Managerial Accounting and Finance 1,
- (vi) Statistics1,
- (vii) Business Information Systems 1, (viii) Economics 1.

**Name of Institution:** University Of Natal  
**Completed:** 2006  
**Qualification:** Customer Service Diploma

**Name of Institution:** University of South Africa  
**Completed:** 2002  
**Courses:** Auditing theory and practice

**Last School Attended:** Nyangilizwe High School  
**Period:** 1993 – 1995  
**Highest Standard Passed:** Matric  
**Subjects:** (i) English, (ii) Xhosa, (iii) Biology, (iv) Physical Science, (v) Mathematics  
 (vi) Geography

### **WORK EXPERIENCE – BOARDS AND AUDIT COMMITTEES**

#### **CURRENT POSITIONS HELD**

**Name of Employer:** Department of Transport  
**Date:** 01 April 2016 to 31 March 2019  
**Position:** Regulatory Committee Member  
 Regulating ICASA & ATNS  
**Reporting to:** National Minister Transport Department

**Name of Employer:** National Department of Human Settlements  
**Date:** 13 July 2016 to 31 July 2019  
**Position:** Board Member – Estate Affairs Board  
 Chairperson - Finance & Investment Committee  
 Member –Audit & Risk Committee; HR and Remuneration Committee  
**Reporting to:** National Minister Department of Human Settlements

**Name of Employer:** South African National Parks (SANPARKS)  
**Date:** 01 April 2015 to 31 March 2018  
**Position:** Board Member  
 Audit and Risk Management Committee Member  
 Remuneration Committee Member  
**Reporting to:** National Minister Environmental Affairs

**Name of Employer:** South African Heritage Resource Agency (SAHRA)  
**Position:** Council Member  
**Date:** 01 July 2016 to 30 June 2019

**Name of Employer:** Sol Plaatje Municipality  
**Date:** 01 September 2014 to 30 August 2017  
**Position:** Member: Audit, Risk & Performance Management Committee  
**Reporting to:** Municipality Council

#### **PAST GOVERNANCE POSITIONS HELD**

South African Heritage Resource Council (SAHRA)	1. Audit Committee Member 2. Chairperson Risk Management Committee	1. 1 July 2013 to 31 July 2016 2. 1 August 2014 to 30 September 2016
Finance and Fiscal Commission of South Africa	Audit, Risk and Performance Committee Member	01 April 2010 to 31 March 2013

National Department of Human Settlement	Board Member – Section responsible for the implementation of the Home Loan and Mortgage Disclosure Act (HLAMDA)	01 April 2010 to 31 March 2013
Mpumalanga Department of Human Settlement	Board Member and Tribunal Member	1 July 2010 to 31 July 2013
Albert Luthuli local municipality	Audit, Risk and Performance Committee Member	1 July 2006 to 31 July 2008
National Home Builders Regulatory Council ( NHBC)	Fund and Finance Advisory Board Committee of NHBC	1 August 2006 to 30 September 2008

### **CORPORATE CAREER HISTORY SUMMARY**

Company Name	Position held	Experience	Duration	Reason for leaving
Eskom Holdings SOC Office of the Company Secretary	Governance Project Manager	Corporate Governance, Committee Secretariat Work and Corporate Governance and Compliance Advisor.	1 January 2015 to 30 April 2015	Better career opportunities arose-Appointed as A Regulating Committee Member for ICASA & ATNS.
Change Management Project	Project Secretariat for the Change Management Stream	Committee Secretariat Work and Corporate Governance and Compliance Advisor.	1 January 2014 to 30 April 2015	Secondment period expired
Eskom Enterprise Development Organisational Strategy Department	Senior Advisor Organisational Strategy	Strategy development, implementation and monitoring and evaluation. Scenario Development.  Business Systems Development and Implementation	01 October 2011 to 30 April 2015	Better career opportunities arose.
Eskom-Treasury Corporate Division	Advisor: Risk and Portfolio Management	Project Finance portfolio management, Risk, Compliance and liquidity management	01 June 2008 to 30 September 2011	Better career opportunities arose.
Eskom-Generation Division	Management Accountant	Financial Management, Compliance and Financial Reporting.	01 February 2006 to 30 May 2008	Better career opportunities arose. Moved to Corporate Treasury
Eskom-Distribution Division	Customer Executive	Business Customer and Revenue Management.	01 December 2004 to 31 January 2006	Better career opportunities arose. Moved back to Finance

Eskom-Distribution Division	Graduate In Training	Trained in all key financial accounting functions	01 December 2002 to 30 August 2004	Training period was completed.
ABSA Bank now Barlays Bank	Credit Analyst	Analysing and advising on credit risk on business lending applications	01 April 2000 to 30 November 2002	

#### **ADDITIONAL TRAINING**

- **Institute of Chartered Secretaries Southern Africa:** The Role of Company Secretary.
- **The Institute of Directors South Africa** attended training on Audit and Risk Committee, effectiveness.
- **University of Cape Town, Graduate School of Business** attended an "Economic Regulation for Energy Sector"
- **University of Pretoria's, Gordon's Institute Business School (GIBS)** attended a course on "Scenario Planning"

#### **REFERENCES**

1. [REDACTED]  
Chairperson, Estate Agency Affairs Board  
Cell: [REDACTED]  
Email: [REDACTED]
2. [REDACTED]  
Financial Risk Management Specialist  
Cell: + [REDACTED]  
Email: [REDACTED]
3. [REDACTED]  
Eskom Holdings Ltd  
Executive Manager Systems & Projects Delivery  
Tel: [REDACTED]  
Cell: [REDACTED]  
Email: [REDACTED]
4. [REDACTED]  
Risk Management Specialist  
Cell: + [REDACTED]  
Email: [REDACTED]
5. Advocate [REDACTED]  
Member – Mpumalanga Tribunal and in private practice  
Cell: + [REDACTED]



Unit 36  
Sunset Gardens, Hefer Street,  
Naturena Extension 19  
JOHANNESBURG  
2195  
12 July 2019

The Department of Public Enterprises  
Attention: The HR Practitioner  
PRETORIA

Dear Sir/Madam

**RE: APPLICATION FOR EMPLOYMENT – DIRECTOR-GENERAL – REF. NO.  
DPE/2019/010**

May you kindly consider the attached resume for the aforementioned position as advertised in The Sunday Times Business Times Careers dated 07/07/2019. I am a mature professional with more than 20 years practical experience from both strategic and technical perspectives acquired from various sectors.


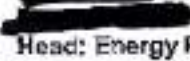
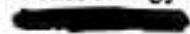
I possess practical experience and have been exposed in the fields such as national budget process, project finance, public finance management, energy sector specialist, construction, corporate governance, risk, supply chain management, human resource and operations management, business process re-engineering, research, policy and strategy development and implementation thereof, budgeting, cost control, economic & technical regulation, compliance monitoring and enforcement, financial analysis, economic and market research, programme & project management, etc.

I have been serving in two boards of two national associations for a combined period of 8 years, namely, the Fossil Fuel Foundation of Southern Africa and the South African National Energy Association.

I am also a professional Coach and Mentor as well as an accredited Assessor and Moderator.

I am capable of working effectively under pressure and can operate at all levels including board and ministerial advisory, Parliament and international bodies such as the World Bank, International Monetary Fund, G20 countries and continental bodies.

Yours sincerely

  
  
Head: Energy Portfolio @ OUTA  


- Lead Member of NERSA at the South African Energy Association – March 2005 to 30 Sept 2015;
- Member of the South African Bureau of Standards on Low smoke fuels – August 2003 to Feb 2005; and
- Member of the SAMREC – JSE, Mining Task Team on codes of reporting – July 2003 to February 2005.

## SECTION F

### REFEREES

1. [REDACTED] Senior Manager, Board Secretariat @ NERSA (ex-supervisor) -  
Tel: [REDACTED] Email: [REDACTED]
2. Mahesh Fakir – Chief Executive Officer of the National Ports Regulator (former  
supervisor) – Tel: [REDACTED] - Email:  
info@portsregulator.org and/or [REDACTED]
3. [REDACTED] – Senior Manager at SANERI (ex-supervisor) - Tel: [REDACTED]  
[REDACTED] – Email: [REDACTED]
4. [REDACTED] Executive Manager (ex supervisor) – Tel: [REDACTED]  
[REDACTED] 471 – Email: [REDACTED]
5. [REDACTED] – Executive Director (CEO) – Southern African Youth  
Movement (NGO) – Tel: [REDACTED]
6. [REDACTED] – OUTA: Chief Operating Officer, current supervisor - Tel: [REDACTED]  
[REDACTED] or email: [REDACTED]
7. [REDACTED] – OUTA: CEO – Tel: [REDACTED] email –  
[REDACTED]

3. Authored a published article in the NERSA Quarterly Journal on "Paradigm shift in Regulatory Policies within the Electricity sector" – the global perspective - 2005.
4. Seconded to work in the Office of the Board Member: Petroleum Pipelines Regulation due to exceptional performance as a Policy Researcher in the energy sector – October 2005.
5. Recognized representative of National Treasury in Forums of engagement – i.e. Conferences; Workshops; Seminars – always invited as Speaker – ongoing basis.
6. Minister of Finance gave positive written remarks about the contributions I make to the national policy development framework through constructive inputs into the compilation of Cabinet Memoranda for the Minister's use at Cabinet on various policy development options during Committee meetings – during 2008.
7. Positively influencing the national energy policy direction and witness many of my inputs being approved by Cabinet without questioning due to way in which the details and analysis was comprehensively outlined with recommended alternative courses of action.
8. Successfully represented South Africa in the G-20 international committee on energy subsidies and was instrumental in the establishment of the G-20 Energy Working Group.
9. Successfully represented South Africa and National Treasury by presenting and giving media interviews at both local and international conferences without bringing the country into disrepute.
10. Delivered presentations at ±35 national and international conferences.

## SECTION E

### MEMBERSHIP(S)

- Regional Energy Regulators' Association – Chair of Technical Regulation subcommittee between 01/04/2012 to 30/09/2015
- Board Member of the Fossil Fuel Foundation of Southern Africa from – October 2004 to date;
- Lead representative of South African Government via the Ministry of Finance at the G20 conventions, especially on energy policy and regulation matters – May 2009 to 30/09/2010;
- South African Grid Code Advisory Committee – lead member of NERSA – 10/10/2010 to 30/09/2015;
- Industry Expert Team – lead member of NERSA since October 2010 to 30/09/2015;
- Member of the IDTT, Inter-Ministerial Committee on Energy – serve in the working groups dealing with the Country Plan, EEDSM, EDI Restructuring, Effect on the poor, Renewables, etc.
- Lead Member (National Treasury rep) in the South African National Energy Association;
- Lead Member (NT) of the National Electricity Emergency Response Team (NERT) and its Working Groups since January 2008 to 2010;
- Lead National Treasury representative in the Task Team aimed at developing and implementing a turn-around strategy for the South African Broadcasting Corporation (SABC) since May 2009 to 30/09/2010 and the Broadcasting Digital Migration National Working Group;
- Tradeable Renewable Energy Certificates (TREC) National Task Team – June 2007 to 2010;
- South African Wind Energy Programme (SAWEP) National Task Team – February 2008 to 2011;
- Council Member of the Fossil Fuel Foundation of Southern Africa – June 2003 to date;
- Member of the National Task Team on the provision of Free Basic Services – March 2005 to 2011;

compliance by the petroleum licensees by ensuring that they comply with the license conditions; management of consultants; compile submissions and write reports about findings as well as making presentations to various audiences.

**Reason for leaving** : Resigned - Offered better employment opportunity at the National Treasury.

## **SECONDMENT**

### **Acting Researcher: Petroleum Pipelines**

**Duties** : Desktop research, policy analysis and discussion/ or position papers for decisions on:  
a) Licence application, rules, requirements and conditions,  
b) Access and dissemination of information for tribunals/ public hearings,  
c) Compile reports and write submissions to management and make presentations thereon; and  
d) Undertake regulatory responsibilities of the Regulator Members versus performing Secretariat duties

**Period** : 10 October 2005 – 15 April 2006

**Previous Employer 6** : **National Electricity Regulator (NER)**

**Position** : **Policy Researcher**  
**Period** : 01 March 2005 – 09 October 2005  
**Duties** : Policy formulation, monitoring and analysis. Conduct research and write articles (includes publication in the NER Quarterly Journal).

**Issues engaged in** : Drafted Procurement Management Policy; National Free Basic Services Task Team member; Draft Free Basic Electricity regulation policy; Drafted the NERSA Cellular phone policy; Drafted Asset Management Policy; Undertook various policy reviews and legislation. Evaluated the EEDSM policy; and Stakeholder Policy Input Report on Eskom multi-year price determination; presentations; compile reports and submissions for consideration by the Management Committee (ManCo) and the NERSA Board.

**Reason for leaving** : Seconded to the Office of the Board Member responsible for the national regulation of the petroleum pipelines industry.

**Previous Employer 7** : **Department of Minerals and Energy (DME)**

**Position Manager)** : **Principal Energy Officer (Programme/Project**  
**Period** : 06 June 2003 to 28 February 2005  
**Duties** : Project management; draw project specifications (Terms Of reference; enforce BEE compliance by service providers/consultants; project monitoring and evaluation; project site inspections; serve as Project Manager for Coal Discard and Coal Resources and Reserves Inventory; Carbon sequestration In South Africa; serve as Committee Administrator for various National Steering Committees established for project implementation purposes; managed own budget worth R28,4 million and ±150 part-time project staff complement; contract and procurement management; policy analysis and implementation of approved interventions; make presentations as part of the stakeholder management process; compile submissions and write comprehensive reports for utilization by management.

**Reason for leaving** : Resigned - Received a better offer at a NERSA for a higher position

**Previous Employer 8**

**Transnet Limited (trading as Spoornet)**

**Position** : **Assistant Manager (Level 610 – Middle management)**  
**Period** : 02 February 1995 to 05 May 2000  
**Duties** : Undertaking market research and competition analysis; conduct benchmark studies with international railroads; spot market analysis; price analysis; contract management; making presentations to management and various stakeholders; undertake market segmentation modeling; give input to the strategic planning and business planning process; sectoral scanning; industry analysis; play an integral role in the next week business planning for the general coal freight business and the export business; developed a database on rail rate (export line) historical trends; compilation of submissions and report writing.

**SECTION D**

**CAREER HIGHLIGHTS (ACHIEVEMENTS)**

1. Mentoring and Coaching Young/Emerging Entrepreneurs – The Innovation Hub Mentorship Programme since 2012 to date.
2. Best Project Manager of the Year – received a Rising Star Award from the Minister of Minerals and Energy for exceptional performance – December 2004.

**SUMMARY PROFILES OF ICASA COUNCIL NOMINEES  
(OCTOBER 2019)**

**Candidate 1**

Name: [REDACTED]

Sex: Male

Age: 41

Qualifications: B. Com (Law) (current); B.Tech in Journalism; National Diploma in Journalism; Certificate in Multimedia Management; Certificate in Multi-Cultural Leadership Foundation

Occupation: Managing Director

Companies worked for: HUNDREDflowers Integrity and Reputation Management; Reputegrity Compliance and Ethics Solutions, NTP Radiosotopes; Department and Ministry of Public Enterprises, Department of Agriculture, Forestry and Fisheries, Walter Sisulu University; Northern Cape Department of Economic Development, Tourism and Conversation.

Board Membership: None

Nominated by: [REDACTED]

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**Candidate 2**

Name: [REDACTED]

Sex: Male

Age: 45

Qualifications: Senior Education Diploma, BA, BA Honours, Advanced Management Programme, Certificate in Labour Relations, MA (Afrikaans), Masters in Business Administration, Doctor of Philosophy in Business Administration.

Occupation: Governance and Intergovernmental Relations Manager

Companies worked for: Metsimaholo Local Municipality, North West University, Free State Department of Education, Clicks Store, Vista University

Board Membership: None

Nominated by: [REDACTED]

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**Candidate 3**

Name: [REDACTED]

Sex: Male

Age: 45

Qualifications: B. Proc

Occupation: Legal and Policy Advisor

Companies worked for: Independent Communications Authority of South Africa, Department of Communications, Edward Nathan Sonnenbergs

Board Membership: None

Nominated by: Nathan Oliphant

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**Candidate 4**

Name: [REDACTED]

Sex: Male

Age: 45

Qualifications: Master of Business Administration, Master of Science in Electronics, Master of Science in Electrical Engineering, Bachelor of Science Honours, Bachelor of Commerce, Bachelor of Science (Computer Science and Information Systems), Bachelor of Science (Mathematics, Computational and Applied Mathematics), Postgraduate Diploma in Computer Auditing, Diploma in Network Security Workshop, Diploma in Datametrics (Computer Science)

Occupation: Chief Risk Officer

Companies worked for: Central University of Technology, International Business Research (Pty) Ltd, Chemical Industries Education and Training Authority(CHIETA), State Information Technology Agency (Pty) Ltd, Electronic Communication Security (Pty) Ltd, Department of Finance and Economic Development, National Intelligence Agency, Council for Scientific and Industrial Research.

Board Membership: South African Special Risk Insurance, Trans-Caledon Tunnel Authority

Nominated by: [REDACTED]

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**Candidate 5**

Name: [REDACTED]

Sex: Male

Age: 44

Qualifications: Postgraduate Diploma in Labour, Bachelors in Management and Leadership, Executive Management Development Programme

Occupation: Director

Companies worked for: Department of Roads and Public Works, Department of Economic Development & Tourism, Northern Cape Gambling Board, ABSA, All Pay and Telkom.

Board Membership: None

Nominated by: [REDACTED]

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**Candidate 6**

Name: [REDACTED]

Sex: Male

Age: 55

Qualifications: Master of Business Administration and Mechanical Engineering (African History)

Occupation: Managing Director

Companies worked for: Novelto Projecys and Dot Advisors, Nedbank Capital, Emergia Solutions, Barnad Jacobs Mellet, M-Net, MutlichoiceSA, Boumat Ltd, Eskom

Board Membership: Previously served on HFR and NEMISA Boards



Nominated by: [REDACTED]

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**Candidate 7**

Name: [REDACTED]

Sex: Male

Age: 46

Qualifications: National Diploma in Analytical Chemistry, Diploma in Youth Development, Leadership Development Programme, Digital Multimedia Management and Regulation and Public Sector Corporate Governance

Occupation: Managing Director

Companies worked for: Khabu Solutions, Buffalo City Development Agency, Aspire, Nelson Mandela Institute, CKI FM

Board Membership: Aspire

Nominated by: [REDACTED]

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**Candidate 8**

Name: [REDACTED]

Sex: Male

Age: 62

Qualifications: BA in Political Science, History and Psychology, BA Honours in Political Science, Master's Degree in International Relations, Master's Degree in South Africa Political Economy.

Occupation: Retired

Companies worked for: Eskom, Microsoft, Parliament of South Africa, Department of Education

Board Membership: Information Technology Association of South Africa

Nominated by: [REDACTED]

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**Candidate 9**

Name:

[REDACTED]

Sex:

Male

Age:

67

Qualifications:

Master of Business Leadership, B.Sc. Honours in Computer Science, B.Sc. in Computer Science

Occupation:

Co-Founder and Director

Companies worked for: Grey Matter Consulting (Pty) Ltd; Department of Defence; Department of Justice and Constitutional Development; Siemens IT Solutions and University of Pretoria.

Board Membership:

None

Nominated:

[REDACTED]

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**Candidate 10**

Name:

[REDACTED]

Sex:

Female

Age:

42

Qualifications:

Bachelor of Business Science and Matric.

Occupation:

Chief Operations Officer

Companies worked for: RE/MAX of Southern Africa, Z-Capital Group, Lizizi Consulting, Accenture (UK&SA)

Board Membership:

Estate Agency Affairs Board, RE/MAX Southern Africa and Better Life Group

Nominated by:

[REDACTED]

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**Candidate 11**

Name:

[REDACTED]

Sex:

Male

Age: 25

Qualifications: Matric

Occupation: Presidential Commission on 4IR

Companies worked for: Presidency, Invest in Future Currency, NDA  
Logistics, Foodz Holdings, NDA Media

Board Membership: Presidential Commission on 4IR

Nominated by: 

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**Candidate 12**

Name: 

Sex: Female

Age: 48

Qualifications: Master's Degree in Fine Arts and Matric

Occupation: Consultant / Managing Director/Lecturer

Companies worked for: Big Fish Film School, RIA Reputation Insight  
Agency, Parliament of RSA

Board Membership: Media Development and Diversity Agency

Nominated by: 

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**Candidate 13**

Name: 

Sex: Male

Age: 58

Qualifications: Master of Arts in Development Economics, Bachelor of Arts  
in Economics, Diploma in Business Administration (Accounting) and Matric.

Occupation: Commissioner

Companies worked for: National Planning Commission, Public Protector,

ICASA, Black Management Forum, National Gambling Board, Minister of Labour, Department of Science and Technology, DBSA, TelkomSA and FNB

Board Membership: National Planning Commission, Statistics South Africa, National Library of South Africa, National Heritage Council.

Nominated by: [REDACTED]

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**Candidate 14**

Name: [REDACTED]

Sex: Male

Age: 48

Qualifications: Bachelor of Education Honours, Higher Education Diploma, Senior Teacher's Diploma and Metric

Occupation: Deputy Director

Companies worked for: Western Cape Education Department and False Bay TVET College.

Board Membership: None

Nominated by: [REDACTED]

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**Candidate 15**

Name: [REDACTED]

Sex: Female

Age: 35

Qualifications: Diploma in Information Technology, Diploma in Project Management, Diploma in Payrol, Microsoft Certified Information Technology Professional

Occupation: Managing Director

Companies worked for: Sigma IT, 3H Consulting Services.

Board Membership: None

Nominated by: [REDACTED]

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**Candidate 16**

Name: [REDACTED]

Sex: Female

Age: 46

Qualifications: Bachelor of Science, ND Electrical Engineering, Certificate in Financial Management, Masters of Management in ICT Policy and Regulation

Occupation: Not clear on CV

Companies worked for: TFR Training Institute, Telkom, Ziko Business Solutions, Transnet, ICASA, Transel and SATRA

Board Membership: None

Nominated by: [REDACTED]

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**Candidate 17**

Name: [REDACTED]

Sex: Female

Age: 65

Qualifications: Bachelor Degree in Public Administration and Master's in Business Administration.

Occupation: Not clear on CV

Companies worked for: Naledi Local Municipality, National Department of Public Works, Mmabatho Regional Office

Board Membership: Consumer Court in Mahikeng and North West Names Committee

Nominated by: [REDACTED]

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**Candidate 18**

Name: [REDACTED]

Companies worked for: Amazotsho Investment Holdings, Department of Transport, Ministry of Transport, Ministry of Higher Education and Training, Schloss Consulting, Local Government Sector Education and Training Authority, Smile Communications, Eclipse Multiplay and Electronic Communication Security

Board Membership: Engineering Council of South Africa and Amazotsho Investment Holdings

Nominated by: [REDACTED] SACF

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**Candidate 56**

Name: [REDACTED]

Sex: Female

Age: 60

Qualifications: Bachelor of Social Science, Bachelor of Social Science Honours Degree and Matric

Occupation: Commissioner

Companies worked for: Public Service Commission, South African Broadcasting Corporation, Department of Communications, Commission on Gender Equality, University of Natal and Speak Women's Magazine

Board Membership: Public Service Commission

Nominated by: Commissioner [REDACTED]

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**Candidate 57**

Name: [REDACTED]

Sex: Male

Age: 42

Qualifications: Master of Business Administration, Professional Certificate in Chief Information Officer Practice, Certified Information Systems Security Professional, National Diploma in Software Development and Matric.


Occupation: Group Chief Information Officer and Chief Digital Officer

Honours in Accounting, Postgraduate Diploma in International Tax and M. Com  
in SA and International Tax.

Occupation: Managing Director/Regional Director

Companies worked for: FD Centre, Gioberti Investments, Emfuleni  
Voerkrale (Pty) Ltd, The Lamb Shack (Pty) Ltd, Citigroup, FirstRand Banking  
Group

Board Membership: South African Diamond and Precious Metals Regulator,  
Manufacturing, Engineering and Related Services SETA, Metsimaholo Local  
Municipality and National Museum.

Nominated by: 

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**Candidate 54**

Name: 

Sex: Female

Age: 44

Qualifications: Master of Business Leadership, Master of Philosophy in  
Economic Policy, Bachelor of Social Science Honours in Economics, Bachelor  
of Social Science and Matric.

Occupation: Manager

Companies worked for: Competition Commission South Africa, Department  
of Education and Department of Public Enterprises.

Board Membership: None

Nominated by: National Association of Broadcasters

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**Candidate 55**

Name: 

Sex: Male

Age: 42

Qualifications: Master in Business Administration, National Diploma in  
Electrical Engineering and Matric.

Occupation: Executive Chairman

Companies worked for: Prosterpaint Manufacturing, CyberCure Information Security, Gauteng Department of cooperative Governance and Traditional Affairs, Wolfpack Information Risk, First National Bank, Comastone IS, Hardwarecare IT Solutions and Accenture.

Board Membership: None

Nominated by: [REDACTED]

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**Candidate 58**

Name: [REDACTED]

Sex: Male

Age: 46

Qualifications: Master in Management in Public Policy and Regulation Management and Postgraduate Degree in Telecommunications, media and ICT Policy for Development.

Occupation: General Manager

Companies worked for: SAP University Alliance, Department of Science and Technology, Forge Ahead, OSISA and Wits University

Board Membership: Action Aid South Africa

Nominated by: [REDACTED]

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**Candidate 59**

Name: [REDACTED]

Sex: Male

Age: 72

Qualifications: Bachelor of Science in Electrical Engineering, Datametrics Diploma and Matric

Occupation: Consultant in Telecommunications Wireless Solutions

Companies worked for: Tellumat Integrated Solutions and Eskom Holdings

Board Membership: None