

Profile



Mark Burke

August 2026

Contents

SUMMARY PROFILE	3
BOOK CHAPTERS	7
CONFERENCE PAPERS.....	7
POSTGRADUATE SUPERVISION AND EXAMINATION	8
EDUCATION	8
LANGUAGE SKILLS	9
PRESENT POSITION	9
EMPLOYMENT	9
ADVISORY, TRAINING, CAPACITY-BUILDING AND PROJECT EXPERIENCE.....	10

SUMMARY PROFILE

Mark brings more than 25 years of experience in public sector strategy, institutional development, digital transformation, programme design, and monitoring and evaluation, with particular depth in work relating to regulation, governance, public accountability, and systems reform. His experience spans South African regulators, government departments, public agencies, universities, and regional institutions across Africa. Across this work, he has consistently supported complex institutions to clarify strategic direction, strengthen organisational capability, improve implementation, and develop frameworks for performance monitoring, learning, and oversight.

His profile is especially relevant to the work of the Information Regulator because it combines regulatory institution-building, digital governance-related research, knowledge and information systems work, and evaluation-based public-sector reform. He brings a strong institutional, governance, and systems perspective that is directly relevant to the effective discharge of the Regulator's mandate under POPIA and PAIA. This includes experience related to digital transformation, information and knowledge management, public accountability frameworks, inter-governmental monitoring systems, and the design of institutional responses to technological and organisational change.

Institution-Building for Economic Regulators

Mark has substantial experience in the strengthening and development of economic regulators and public oversight institutions, with a particular emphasis on strategy, organisational alignment, implementation support, and institutional capability. His engagement with regulatory bodies commenced in 2006 with the Competition Commission South Africa, where he supported strategic planning and implementation over multiple periods and contributed to organisational development and institutional strengthening. He has also worked with the National Credit Regulator, the Namibian Competition Commission, the Swaziland Competition Commission, and the East African Community Competition Authority and Competition Commission, among others.

This body of work has required a practical understanding of how regulators establish strategic focus, organise themselves for delivery, develop credible performance frameworks, and maintain institutional legitimacy in environments shaped by public accountability and changing policy demands. These are all relevant to an independent statutory body such as the Information Regulator, which must exercise oversight in a complex and evolving environment while maintaining public trust and institutional credibility.

Research and Capacity-Building of Regulatory Institutions

Between 2013 and 2014, Mark project-managed the Regulatory Entities Capacity Building Project (RECBP), a partnership between the University of Johannesburg and the Department of Economic Development (now the Department of Trade, Industry and Competition). This involved systematic engagement with economic regulators to identify capacity gaps relative to their mandates and national industrial policy goals. He was responsible for a study mapping human resource capacity needs across South African regulators

In February 2014, he delivered a five-day programme on Strategic Planning and Knowledge Management for Economic Regulators. Participants included officials from NERSA, ICASA, the Port Regulator, the CIDB, the Departments of Energy and Economic Development, and Transnet. The curriculum addressed strategic prioritisation, knowledge resource deployment, and performance measurement in regulatory contexts. This work generated practical insights into the operational constraints facing sector-specific regulators, insights that inform his understanding of the capacity requirements for effective economic regulation.

This experience is well aligned to the needs of a regulator that must not only enforce statutory obligations, but also build internal capability, engage stakeholders credibly, interpret its mandate in changing circumstances, and contribute to a culture of responsible information governance. It supports a board-level contribution that is strategic and oversight-oriented, rather than narrowly operational, and that is attentive to how institutions develop the systems and capacities needed to give practical effect to statutory objectives

Digital Transformation, Privacy and Data Sovereignty

A distinctive feature of Mark's profile is his sustained engagement with digital transformation, information systems, knowledge management, and digitally enabled public-sector reform. He conducted research to inform the design of South Africa's digital research infrastructure, contributing to national-level thinking on the systems, capabilities, and institutional arrangements required to support digital development. He also contributed to the development of a monitoring and evaluation framework for assessing Information Society and e-Government developments in Gauteng, demonstrating practical experience in linking digital initiatives to governance, performance measurement, and public accountability.

His programme design and systems-related work further strengthens this dimension of his profile. For the Centre for Public Service Innovation, he developed a concept document for a programme on the use of ICTs for local social and economic development, designed the EPWP X-Change as a knowledge-sharing exchange for the Expanded Public Works Programme, and later reviewed the programme's information and knowledge management system. He also conducted a knowledge audit for the Gauteng Growth and Development Agency as the basis for a knowledge management strategy, and undertook evaluation work on digital and innovation-support initiatives such as the Cape IT Initiative and the Bandwidth Barn. Together, these assignments reflect practical experience in information governance-related fields, including the stewardship of information systems, knowledge-sharing processes, organisational learning, and the governance implications of digital change.

Drawing on his experience in digital transformation, and his research, teaching, and a series of published opinion pieces on governance, development, and institutional change, Mark approaches issues of information privacy and data sovereignty from a broad public-interest and institutional perspective. His work on digital research infrastructure, Information Society and e-Government monitoring, information and knowledge management systems, and organisational learning has deepened his appreciation of the governance challenges raised by the collection, use, control, and protection of data. Taken together, this experience informs a considered approach that emphasises responsible stewardship of information, clear accountability for data practices, and the need to balance innovation, rights, and national interest in an increasingly data-driven environment.

Qualifications and Current Position

Mark holds a Baccalaureus Procurationis (Law) and Honours in Development Studies from the University of the Western Cape, and a Master of Management (Public and Development Management) with Distinction from the Wits School of Governance. He is the Director of Development@Work, a firm he established in 2000 to design and implement public-sector capacity development projects.

Personal Details:

Name	Mark Abraham Burke
ID Number	[REDACTED]
Gender	Male
Race	Coloured
Address	[REDACTED] [REDACTED] [REDACTED]
Cell	[REDACTED]
Email	[REDACTED]

OPINION PIECES

Burke, M. (2026, May 4). *Can South Africa build a digital identity system that gives citizens real control over their data?* Polity. <https://www.polity.org.za/article/can-south-africa-build-a-digital-identity-system-that-gives-citizens-real-control-over-their-data-2026-05-04>

Burke, M. (2026, May 5). *Fragmentation in South Africa's digital identity regulatory and institutional framework: Implications for citizen control of their data.* Polity. <https://www.polity.org.za/article/fragmentation-in-south-africas-digital-identity-regulatory-and-institutional-framework-implications-for-citizen-control-of-their-data-2026-05-05>

Burke, M. (2026, May 8). *The political economy of digital public infrastructure adoption in digital identity systems: How the interests, incentives, and influence of actors shape the prospects for data sovereignty and control by citizens.* Polity. <https://www.polity.org.za/article/the-political-economy-of-digital-public-infrastructure-adoption-in-digital-identity-systems-how-the-interests-incentives-and-influence-of-actors-shape-the-prospects-for-data-sovereignty-and-control-by-citizens-2026-05-08>

Burke, M. (2026, May 15). *The digital life of Citizen X: Information highways, data, and digital sovereignty.* Polity. <https://www.polity.org.za/article/the-digital-life-of-citizen-x-information-highways-data-and-digital-sovereignty-2026-05-15>

Burke, M. (2026, May 22). *How can South Africa leverage digital public infrastructure for improved educational outcomes?* Polity. <https://www.polity.org.za/article/opinion-how-can-south-africa-leverage-digital-public-infrastructure-for-improved-educational-outcomes-2026-05-22>

Burke, M. (2026, May 29). *South Africa's digital identity regulations: A governance crossroads.* Polity. <https://www.polity.org.za/article/opinion-south-africas-digital-identity-regulations-a-governance-crossroads-2026-05-29>

Burke, M. (2026). *Social grants and the future of digital payments in South Africa.* DigiGovSA. Polity. <https://www.polity.org.za/article/social-grants-and-the-future-of-digital-payments-in-south-africa-2026-06-15>

STRATEGIC RESEARCH STUDIES

Abrahams, L., **Burke, M.** (2023). Transforming scientific knowledge production capabilities and practices by digitally enabling research communities and communication. Unpublished strategic research report for the National Research Fund.

Abrahams, L., **Burke, M.**, & Hartzenberg, T. (2023). Digital customs transformation for effective trade facilitation and revenue collection. *SARChI Industrial Development Working Paper Series WP 2023-02*. <https://www.uj.ac.za/wp-content/uploads/2021/10/sarchi-wp-2023-02-abrahams-l--burke-m--hartzenberg-t-february-2023.pdf>

Abrahams, L., & **Burke, M.** (2022). *Report on the international experience in Open Digital Governance*. https://www.wits.ac.za/media/wits-university/research/tayarisha/documents/SA-EU-Dialogue-ODG_International-Experience.pdf

Abrahams, L., & **Burke, M.** (2022). *Report on the South African experience in Open Digital Governance*. <https://www.wits.ac.za/media/wits-university/research/tayarisha/documents/SA-EU-Dialogue-ODG-SA-experience.pdf>

Abrahams, L., **Burke, M.** (2021). Funda Digital! NSG digital transformation strategy and plan 2022/3 – 2026/7. Unpublished strategic advisory report for the National School of Government.

Abrahams, L., **Burke, M.** (2021). *Implementation Programme Guide for the National Digital and Future Skills Strategy of South Africa, 2021 – 2025.*

https://www.gov.za/sites/default/files/gcis_document/202203/digital-and-future-skillsimplementation-programmefinal.pdf

PEER-REVIEWED JOURNAL ARTICLES

Burke, M. (2018). Prioritization in practice: insights from the Competition Commission South Africa, *Journal of Antitrust Enforcement*, 6(1), 261 – 280.

Burke, M. (2012). A decade of e-government research in Africa. *African Journal of Information and Communication*, Issue 12, 2012, 2- 25.

Abrahams, L. & **Burke, M.** (2010). Research productivity-visibility-accessibility and scholarly communication in Southern African Universities. *The African Journal of Information and Communication*, Issue 10, 2009/10. Thematic Edition on Scholarly Communication and Opening Access to Knowledge.

Kock, R., & **Burke, M.** (2008). Managing talent in the South African Public Service. *Public Personnel Management*, 37(4), 457-470.

BOOK CHAPTERS

Burke, M., Paremoer, T., & Vilakazi, T. (2019). Building institutions for competition enforcement and regional integration in southern Africa, in Klaaren, J., Roberts, S, & Valodia, I. (Eds.). *Competition and Regulation for Inclusive Growth in Southern Africa*. Auckland Park: Fanele.

Abraham, L., **Burke, M.**, Elliot, L., & Hero, W. (2012). Civic engagement and e-governance in Gauteng: Grounds for universal household broadband Internet service. In Mahoharan, A., & Holzer, M. (eds.). *Active Participation in E-Government: A Global Perspective*. Hershey: IGI Global. (pp. 250 – 275).

CONFERENCE PAPERS

Burke, M., Paremoer, T., Vilakazi, T., & Zengezi, T. (2017). Building institutions for competition enforcement and regional integration in Southern Africa. Paper presented at the 3rd Annual Competition and Economic Regulation Conference, 14 – 15 July 2017, Dar es Salaam, Tanzania.

Burke, M. (2016). Does prioritisation contribute to effective regulatory governance in developing countries? Insights from the Competition Commission South Africa. Paper presented at the 2nd Annual Competition and Economic Regulation Conference, 11 & 12 March 2016, Livingstone, Zambia.

Burke, M. (2014). Mapping the human resource capacity needs of economic regulators in South Africa: an exploratory study. Paper presented at the 2nd South African Economic Regulators Conference (SAERC), 18 – 19 March 2014, Johannesburg.

Gray, E., & **Burke, M.** (2008). African universities in the knowledge economy: a collaborative approach to researching and promoting open communications in higher education, in Chan, L & Monati, S (eds.). *Open scholarship: authority, community and sustainability in the age of web 2.0*, Proceedings of the 12th International Conference on Electronic Publishing, 25 – 27 June 2008, Toronto, Canada.

POSTGRADUATE SUPERVISION AND EXAMINATION

Supervised masters dissertation completed:

- 2024 **Zisengwe, MT:** Exploring how civic technologies are contributing to governance in Nigeria and South Africa (Supervisor)
- 2021 **Dias, HP:** Digital skills for managing a digital environment: The case of e-government delivery in Namibia (Supervisor)

Reader for masters proposals:

- 2021 **Matanda, L:** Youth and tech hub perspectives on digital transformation in environments of poverty and unemployment: A study of Diepsloot youth

Advanced Professional Practice for Digital Innovation and Leadership Internal Examiner:

- 2022 **Sidali, N:** The role regulatory technology plays in regulatory compliance within the South African local financial services industry
- 2021 **Sibisi, H:** Precision agriculture in the Land Reform Mechanisation Programme: The Case of Mpumalanga Smallholder Farmers
- 2021 **Skenjana, A:** Challenges in the implementation of digital technology enablers at the Department of Military Veterans
- 2020 **Magidi, T:** Making use of digital technologies to improve the process of regulating and supervising financial services sector
- 2020 **Wilson, T:** Investigating the role of parents in promoting children's online safety

EDUCATION

Institution [Date from – Date to]	Degree(s) or Diploma(s):
University of the Witwatersrand: 2015 - 2016	Masters of Management (Public and Development Management) with Distinction
University of the Western Cape: 1995	Honours (BA) Development Studies
University of the Western Cape: 1991 - 1994	Baccalaurius Procurationis (Law)

LANGUAGE SKILLS

Competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

Language	Reading	Speaking	Writing
English	1	1	1
Afrikaans	1	1	1

PRESENT POSITION

Director: Development@Work

Years with Firm

26 years

EMPLOYMENT

Date 2000 to date
Location Johannesburg
Company **Development At Work**
Position Owner and Director
Job Description Design, develop, and implement public sector capacity development projects. Key work areas include strategy formulation, policy development, organisation and programme design, development and implementation.

Date 1999 - 2000
Location Pretoria
Company/ organisation **Ntsika Enterprise Promotion Agency**
Position Programme Manager: Trade and Investment Development Programme
Job description Managed the implementation of the product and market development component of the Trade and Investment Development Programme

Date 1997 - 1999
Location Pretoria
Company/ organisation **Ntsika Enterprise Promotion Agency**
Position Programme Coordinator: Business Development Services
Job description Development and implementation of SMME development support services, organisational assessments, network development

Date 1996 - 1997
Location Cape Town
Company/ organisation **African National Congress Parliamentary Research Department**
Position Researcher
Job description Trade policy, industrial policy, intellectual property rights, SMME development

Date 1994

Location	Cape Town
Company/ organisation	Social Law Project: University of the Western Cape Law Faculty
Position	Research Assistant
Job description	Research on labour law and gender equity

ADVISORY, TRAINING, CAPACITY-BUILDING, AND RESEARCH EXPERIENCE

International Experience

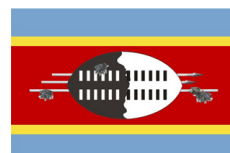
Below is a list of countries in which Mark has delivered projects:



**East African
Community**



Egypt



Eswatini (Swaziland)



Ethiopia



Kenya



Mozambique



Namibia



Palestine



Rwanda



Somaliland



Tanzania



Zambia

Human Capital Development (Teaching and Learning)

Programmes, Courses & Modules	
June 2026	Unlocking Excellence in Digital Governance: A Customised Programme for the Gauteng Provincial Legislature
Focus	A customised training programme for Political Support Staff (PSS) on Digital Governance and Policy Design
Content Overview	Differentiate Strategic Models: Transition beyond mere workflow automation to strategically recognize and design agile, data-driven public systems. Enhance Committee Oversight: Systematically evaluate provincial departmental

	performance (e.g., Department of e-Government, Health, Education) and pre-emptively flag critical warning signs in IT procurement, infrastructure budgets, and legacy systems deployment. Navigate Legal Guardrails: Navigate compliance frameworks under the Protection of Personal Information Act (POPIA) while mitigating cybersecurity risks and proactively safeguarding citizen digital rights within provincial initiatives. Deepen Public Engagement: Leverage modern digital public infrastructure (DPI) and other tech tools to revolutionize public hearings provincial e-participation.
Institution/ Sponsor	Wits LINK Centre for the Gauteng Provincial Legislature
2024 (August)	Excellence in Digital Government
Focus	The training aims to develop a critical understanding of the challenges and critical success factors to consider when evaluating an investment to spearhead digital government development.
Content Overview	Module 3: Developing Digital Government Strategy for Public Value, enabling participants to: • Distinguish between different forms of Digital Government Strategy. • Explore the idea of harnessing digital technologies to achieve the idea of a service state. • Explore openness and transparent government. • Explain the role of regulation impact assessment as part of the development of the government strategy.
Institution/ Sponsor	Wits LINK Centre for the International Telecommunications Union
2019 - 2022	Masters in Management in Digital Business: Digital Government Module
Focus	This module examines key themes relevant to the emergence of digital government. Innovative digital technologies and applications have enabled a broad range of disruptive processes with specific implications for the public sector. This module provides you with an understanding of how digital technologies are affecting democratic practices, policy-making, service transformation, and digital strategy-making in government.
Content Overview	Covers the following themes • Contours and anatomy of a digital world • Frontier technologies • Governing the State • Democracy in the Digital Age • Policy in the Digital Age • Public service transformation Public • Digital strategy for Government
Institution/ Sponsor	Wits Business School

Strategic Planning and Institution Building

School of Economics, College of Business and Economics, University of Johannesburg	
Service	Strategic Planning
Duration	February 2026
Description	Developed a 3-year strategy for the School of Economics, College of Business and Economics, University of Johannesburg
South African Research Chair in Industrial Development (SARChI-ID)	
Service	Strategic Planning
Duration	January – March 2026
Description	Development of a 3-year strategic plan for the SARChI-ID based at the University of Johannesburg.
Wits School of Governance	
Service	Strategic Planning
Duration	August 2025 – February 2026
Description	Development of a 5-year strategic plan for the Wits School of Governance, University of the Witwatersrand.
Universal Service and Access Agency of South Africa & Universal Service and Access Fund	
Service	Strategic planning
Duration	October 2025 – February 2026
Description	Developed a revised 5-year strategic plan 2025/26 – 2029/30 and annual performance plan for 2026/27 for both the Universal Service and Access Agency of South Africa & Universal Service and Access Fund
Central University of Technology	
Service	Strategic Planning
Duration	March – October 2025
Description	Development of a 5-year strategy for the Central University of Technology (including a Resourcing Framework and Transformation Plan, in collaboration with Prof Yunus Ballim and Prof Patrick FitzGerard).
East African Community Competition Commission	
Service	Strategic Planning

Duration	May – September 2025
Description	Development of a 5-year strategy for the East African Community Competition Commission.
Carnegie Mellon University of Rwanda	
Service	Strategic Planning
Duration	April – August 2024
Description	Provision of facilitation and technical support for the development of a 5-year strategy for the Carnegie Mellon University of Rwanda, in collaboration with Authentic Organisations.
Indlulamithi South African Scenarios 2030	
Service	Strategic Planning
Duration	August 2024
Description	Facilitated the development of a 5-year strategy for Indlulamithi, an organisation focused on developing scenarios for South Africa.
PLAAS	
Service	Strategic Planning
Duration	August 2024
Description	Facilitated the development of a 5-year strategy for Plaas, a research institute based at the University of the Western Cape.
Indlulamithi Scenarios 2030	
Service	Strategic Planning
Duration	January 2024
Description	Facilitated a strategic dialogue on the priorities for the organisation over the next three years.
Institute for Economic Justice (IEJ)	
Service	Strategic Planning
Duration	October 2021, November 2022, November 2023 & December 2024
Description	Facilitated the development of the IEJ's three-year strategy and a review of its implementation
Swaziland Competition Commission	
Service	Strategy and Annual Performance Plan Development
Duration	June 2017 & June 2022

Description	Facilitated the development of a 3-year strategy and annual performance plan for the Swaziland Competition Commission.
Department of Higher Education and Training (DHET)	
Service	Institutional Capacity Development Support
Duration	April 2018 to March 2021
Description	Responsible for coordinating intensive support to historically disadvantaged universities in infrastructure delivery and management. Part of the Macro-Infrastructure Support Team responsible for developing standards and guidelines for infrastructure planning and delivery, and coordinating intensive support to historically disadvantaged universities in infrastructure delivery and management. I took over leadership of this team in 2018.
Sol Plaatje University	
Service	Strategic Planning
Duration	June 2018 to November 2018
Description	Facilitated the 2018 mid-year and end-of-year strategic planning sessions of the senior management team of the Sol Plaatje University in South Africa, and am currently facilitating the development of the new five-year strategy for the institution.
East African Community Competition Authority	
Service	Strategic Planning
Duration	April – October 2018
Description	Facilitated the development of a 5-year strategic plan for the East African Community Competition Authority, in collaboration with the Centre for Competition, Regulation and Economic Development based at the University of Johannesburg.
Jimma University	
Service	Strategic Planning and Organisation Design
Duration	May – June 2018
Description	Developed a strategy, operational plan and organisational structure for the implementation of an Agri-business Leadership Institute at Jimma University, Ethiopia, as part of a capacity building programme implemented by the Maastricht School of Management.
South African Local Government Association	
Service	Organisation Design
Duration	April 2018 – November 2018

Description	Development of a micro-structure for the organisation and technical support in the matching and placement process.
Mapungubwe Institute for Strategic Reflection (MISTRA)	
Service	Organisation Positioning Review and Strategic Planning
Duration	August – October 2017
Description	Undertook a review of MISTRA's future positioning and facilitated the development of the organisation's 3-year strategy.
Al-Quds University, An-Najah University, Hebron University & Kadoori Technical University - Palestine	
Service	Strategy and Organisation Design
Duration	October 2017
Description	Formulation of strategy and organisation design for the establishment of an Expert Centre, as a collaborative platform for facilitating expert support in the agriculture and agri-business sector in Palestine. The project was undertaken on behalf of the Maastricht School of Management.
Finance and Accounting Services Sector Education and Training Authority (FASSET)	
Service	Strategy Facilitation
Duration	July 2017
Description	Facilitation of a strategic planning workshop for this Sector Education and Training Authority.
South African Local Government Association (SALGA)	
Service	Organisation Design
Duration	May – October 2017
Description	Developed a functional organisation design to support the implementation of SALGA's new strategy.
Egerton University - Kenya	
Services	Strategy Formulation
Duration	February 2017
Description	Developed a strategy and implementation plan for the Centre of Excellence for Livestock Innovation and Business (CoELIB), Egerton University in Kenya on behalf of the Maastricht School of Management.
Centre for the Study of the Deaf, Wits University	

Service	Strategy Facilitation and Development
Duration	October 2016 – March 2017
Description	Facilitation and development of a strategy for the implementation of the Centre's engagement programme, HI HOPES. This is a home and community-based intervention to support families with children with hearing loss.
Department of Higher Education and Training	
Service	Strategic Planning Facilitation
Duration	February 2017
Description	Provided strategic planning facilitation services in support of the development of the National Plan for Post-school Education and Training.
Competition Commission South Africa	
Service	Strategic Planning and Implementation Support
Duration	April 2008 – March 2012; August 2016 – December 2016
Description	Facilitated organisational strategic planning and provided technical support for strategy implementation.
Maastricht School of Management	
Service	Institutional Assessment
Duration	April – May 2016
Project Description	Undertook an institutional assessment to determine existing management and leadership capabilities of higher education institutions participating in the NICHE II Programme in Rwanda.
South African National Blood Services (SANBS)	
Service	Organisational Design
Duration	September 2015 – February 2016
Project Description	Undertook research to determine the need for the establishment of a learning academy and developed a concept paper setting out the design of a research and development centre. Work undertaken as part of a team on behalf of The Human Resource Practice.
New Universities Project – Department of Higher Education and Training	
Service	Programme Implementation and Management – Stakeholder Engagement
Duration	August 2012 – Ongoing (June 2016)
Project Description	Provided technical support for the stakeholder consultation process in establishing the first two new universities in democratic South Africa. Also focusing on implementing a construction development programme through skills development,

	local procurement, and B-BBEE.
	GreenMatter
Service	Programme Development
Duration	December 2014 – February 2015
Project Description	Facilitated a strategic dialogue on the future and sustainability of GreenMatter, the human capital development programme established to implement the Biodiversity Human Capital Development Strategy.
	Egyptian Training and Human Resource Development Sector of the Ministry of Water Resources and Irrigation
Service	Strategy Formulation
Duration	January 2014 to December 2014
Project Description	Developed a human resources development strategy for the Egyptian Training and Human Resource Development Sector of the Ministry of Water Resources and Irrigation on behalf of the Maastricht School of Management.
	Namibian Competition Commission
Service	Strategy Formulation
Duration	November 2013 – March 2014; June 2015
Project Description	Facilitated the development of a 5-year strategy for the Namibian Competition Commission.
	Elma Philanthropies
Service	Strategy Formulation (Business Planning) and Implementation
Duration	August 2014 – October 2014
Project Description	Developed a 10-year strategy and business plan for the Centre for Childhood Development – a research, teaching and community engagement centre at the University of Fort Hare.
	Elma Philanthropies
Service	Strategy Formulation (Business Planning) and Implementation
Duration	February 2013 to June 2013
Project Description	Developed a 10-year development plan for Teacher Education at the Siyabuswa Campus in Mpumalanga province as part of the new university.
	Gauteng Growth and Development Agency
Service	Knowledge Audit
Duration	January 2013 – April 2013

Project Description	Conducted a knowledge audit as the basis for the development of knowledge management strategy for the organisation.
Elma Philanthropies	
Service	Strategy Formulation and Implementation
Duration	September 2012 to November 2012
Project Description	Facilitated formulating a strategy and implementation plan for the National School of the Arts (NSA). The strategy sets out the priorities for the school and the means to operationalise its implementation.
New Universities Project – Department of Higher Education and Training	
Service	Strategy Formulation and Implementation – Formulation of a Development Framework for the Establishment of the New Universities in the Northern Cape and Mpumalanga Provinces
Duration	July – August 2012
Project Description	Formulated a Development Framework to guide the establishment of the two new universities that will be established in the Northern Cape and Mpumalanga Provinces.
Competition Commission	
Services	Strategy Formulation and Implementation/ Organisation Design and Process Optimisation/ Monitoring and Evaluation
Duration	September 2006 – October 2012
Project Description	Provided strategy formulation and implementation, and organisational development support since the Commission introduced its first strategy in 2006.
Office of the Premier, Gauteng Provincial Government	
Service	Programme Design and Development/ Monitoring and Evaluation
Duration	February - May 2012
Project Description	Provided technical support for formulating a Gauteng Inter-governmental Planning, Performance Monitoring and Evaluation Framework. Furthermore, provided technical assistance in formulating a Frontline Service Delivery Monitoring Methodology. The work was undertaken under contract to Mandate Molefe.
Maastricht School of Management and the Ethiopian Higher Education Strategy Centre	
Service	Programme Design and Development – Formulated a Plan for Institutionalising Higher Education Leadership and Management Development in Ethiopia, 2012 - 2015
Duration	May 2012
Project Description	Developed, in consultation with higher education stakeholders in Ethiopia, a series of proposals for institutionalising higher education leadership and management

	development as part of efforts to address capacity constraints due to the rapid expansion of the higher education system in the country.
	Southern African Regional Universities Association (SARUA)
Service	Programme Design and Development/ Programme Implementation and Management
Duration	July 2010 – December 2011
Project Description	Designed, implemented, and managed the governance, management, and leadership programme to develop regional capacity for higher education institutions on behalf of SARUA.
	Rwanda Institute of Administration and Management (RIAM)
Service	Strategy Formulation and Implementation
Duration	February 2011 – March 2012
Project Description	Facilitated the development of a strategy and business plan for the renewal, repositioning and reorganisation of RIAM. The organisation provides leadership and management capacity-building for the Rwandan public sector.
	South African Institute of Professional Accountants (SAIPA)
Service	Strategy Formulation and Implementation
Duration	January 2012 – February 2012
Project Description	Facilitated the development of a strategic plan for SAIPA.
	g-Fleet
Service	Strategy Formulation and Implementation
Duration	July 2011 – November 2011
Project Description	Facilitated the development of the strategy and annual performance plan for g-Fleet.
	National Credit Regulator
Service	Strategy Formulation and Implementation
Duration	July 2011 – November 2011
Project Description	Facilitated the development of the organisation's 5-year strategy and annual performance plan.
	Gauteng Department of Roads and Transport
Service	Strategy Formulation and Implementation
Duration	July 2010 – January 2011
Project Description	Developed the department's annual business plan, including facilitating strategic

	planning sessions and team building.
Gauteng Provincial Government – Department of Finance	
Service	Research/ Programme Design and Development
Duration	November 2008 – July 2010
Project Description	Developed a monitoring and evaluation framework for assessing Information Society and e-Government developments in the province.
Khanya-aicdd	
Service	Organisational Development and Process Optimisation
Duration	July 2008
Project Description	Facilitated a workshop on developing a business model for the organisation, focusing on a range of issues that included the organisational structure and income generation.
Wits University	
Service	Strategy Formulation and Implementation
Duration	May 2008 – June 2008
Project Description	Formulated a Strategic Partnership Management Framework and defined the associated organisation design and structure to manage the strategic partnerships entered into by the university.
Wits University	
Service	Programme Design and Development – Business Case Development
Duration	April – July 2008
Project Description	Developed a business case for establishing a Rural Observatory, a Wits University-recognised centre for rural studies. R11 million was raised to invest in the renewal of the Wits Rural Facility.
National Treasury	
Service	Strategy Formulation and Implementation
Duration	March 2008 – May 2008
Project Description	Formulated a Human Resources Development Strategy focusing on identifying the learning and development priorities and considering options for delivering on these priorities. The strategy focused on developing the internal staff capabilities to support the performance and sustainability of the National Treasury.
Skills Development and Transfer Division of the Umsobomvu Youth Fund	
Service	Strategy Formulation and Implementation
Duration	November 2007 – February 2008

Project Description	Developed a 3-year strategy for the Division. The strategy focused on clearly defining the outcomes and outputs and establishing the required divisional capability to deliver the prioritised outcomes, including the divisional operating model and delivery processes.
Umsobomvu Youth Fund	
Service	Programme Design and Development/ Organisational Development and Process Optimisation
Duration	September 2007
Project Description	Facilitated a workshop to enhance programme integration across the different programmes and functions within the UYF.
National Skills Fund, Department of Labour	
Service	Programme Design and Development/ Organisation Design and Process Optimisation
Duration	April 2007 – May 2007
Project Description	Developed a series of manuals documenting the applications and decision processes for various funds administered by the National Skills Fund of the Department of Labour. It included manuals for the Workplace Skills Development Support Programmes, Social Plan Technical Facility, Informal Sector Support Funding, Discretion and Innovation projects Funding Window, and the Critical Skills Support – Delivery: Learnerships, Apprenticeships and Internship Funding Window.
Edcon	
Service	Organisation Design and Process Optimisation/ Systems Analysis and Design
Duration	February 2007 – September 2007
Project Description	Provided technical assistance for establishing the Edcon Corporate University, a dedicated capacity for meeting the talent management and development needs of the Edcon Group. The technical assistance focused on the organisation's design, core processes, curriculum and information systems, and reporting requirements of the corporate university.
Centre for Public Service Innovation (CPSI)	
Service	Organisation Design and Process Optimisation/ Evaluation
Duration	February – April 2007
Project Description	Undertook a review of the information and knowledge management system of the Expanded Public Works Programme on behalf of the CPSI.
Office of the Premier, Gauteng Province	
Service	Research/ Programme Design and Development
Duration	June – October 2006

Project Description	Developed a procedures manual on executive conduct for the Gauteng Provincial Government.
Office of the Premier, Gauteng Province	
Service	Strategy Formulation and Implementation/ Organisation Design and Process Optimisation
Duration	June – November 2005
Project Description	Developed a strategic framework for the organisation and capacity of the Gauteng Provincial Government. The assignment was undertaken with Job Mokgoro Consulting and Wah One.
Gauteng Department of Health	
Services	Research/ Organisation Design and Process Optimisation
Duration	July 2005 – December 2006
Project Description	Undertook organisational diagnostic research as the basis for improving the performance of the department by focusing on leadership development, culture, and human resource development.
Office of the Premier, Gauteng Provincial Government	
Services	Strategy Formulation and Implementation/ Programme Design and Development
Duration	July 2006
Project Description	Developed a business case and implementation plan for establishing the Gauteng City-regional Academy.
Umsobomvu Youth Fund	
Services	Strategy Formulation and Implementation/ Programme Design and Development/ Organisation Design and Process Optimisation
Duration	November 2005 – January 2006
Project Description	Developed a detailed project plan to roll out the UYF branch network of service providers to facilitate direct service provision to young people. Incorporated the design, structuring, and spatial dimensions of the retail outlets.
Public Services Sector Education and Training Authority (PSETA)	
Service	Research/ Strategy Formulation and Implementation
Duration	August 2004 – March 2005
Project Description	Developed the Sector Skills Plan for 2005 – 2009 for the Public Service on behalf of the PSETA.
Centre for Public Service Innovation	
Role	Programme Design and Development

Duration	7 months, March 2005 – September 2005
Project Description	Developed a concept document for a programme on the use of ICTs for local social and economic development.
Centre for Public Service Innovation	
Services	Programme Design and Development/ Organisation Design and Process Optimisation/ Systems Analysis and Design
Duration	June – September 2004
Project Description	Designed a knowledge sharing exchange (EPWP X-Change) for the Expanded Public Works Programme aimed at promoting information and knowledge sharing and learning.
Chemical Industry Education and Training Authority (CHIETA)	
Service	Research
Duration	February - May 2003
Project Description	Undertook research that informed the development of a CHIETA policy, procedure, and toolkit for conducting RPL Assessment at NQF Levels 1- 4.
Local Government, Water and Related Services Sector Education and Training Authority (LGWSETA)	
Service	Research
Duration	October – November 2002
Project Description	Undertook research in the Gauteng Province that fed into the development of the LGWSETA Sector Skills Plan.
Transport Education and Training Authority (TETA)	
Services	Research/ Programme Design and Development/ Programme Implementation and Management/ Strategy Formulation and Implementation
Duration	September 2001 - August 2002
Project Description	In September 2001, the Maritime Chamber within the TETA procured our services to research the skills development needs of small-boat operators and fisherfolk along the coastlines of KwaZulu-Natal, the Eastern Cape, and the Western Cape Provinces. Thereafter, in June 2002, I was appointed project leader by TETA to provide technical assistance in designing and developing a skills development programme to address the needs identified in the research process. The technical assistance involved developing a project cycle manual as the basis for the project's management.

Small Enterprise, Economic and Skills Development

Oxford Policy Management Limited	
Service	Researcher
Duration	November 2025 – April 2026
Project Description	Provided research services for the Jobs Fund Summative Evaluation, including input to the overall evaluation report, conducting interviews and writing up the A2Pay and MSME case studies, and contributing to the presentation of evaluation findings in January 2026
Centre for Competition, Regulation and Economic Development	
Service	Project and Research Management
Duration	April 2017 – April 2024
Project Description	I project-managed the implementation of the Industrial Development Think Tank programme, a research programme on industrial transformation and restructuring in South Africa, funded by the DTI.
National Research Fund	
Service	Research and Advice
Duration	January 2023 – July 2023
Project Description	Conducted research to inform the design of South Africa's digital research infrastructure under the leadership of Dr Luci Abrahams from the LINK Centre based at the University of the Witwatersrand.
Centre for Competition, Regulation and Economic Development	
Service	Research Management
Duration	February 2016 – August 2016
Project Description	Sector research and strategy development as part of a larger initiative oriented towards the re-industrialisation of the Gauteng City-Region. The following sectors are being targeted: Capital Equipment; Food and Beverages; ICT & BPO; Automotive; Furniture; and Plastics and Chemicals
Centre for Competition, Regulation and Economic Development	
Service	Research Management
Duration	August 2015 – June 2016
Project Description	A research study into the manufacturing activity in 27 industrial nodes across the City of Johannesburg. The research involves completing a census of manufacturing and related services firms in the industrial nodes, a survey, and in-depth interviews. The research focuses on firms' competitiveness and the constraints they face.

University of Hargeisa, Somaliland	
Service	Project Design
Duration	January – February 2016
Project Description	Work with the University of Hargeisa to map out and design a framework in which to establish a Centre for Entrepreneurship
Government of Flanders	
Service	Project Design
Duration	October – December 2015
Project Description	Project design for a policy process to establish a social entrepreneurship policy framework in South Africa
Instituto Superior Politécnico De Tete	
Service	Strategy and Business Plan Development and Mentorship
Duration	March 2014 – March 2016
Project Description	Produced a Strategy and Business Plan for the Business Incubation Centre of the Instituto Superior Politécnico De Tete for the period 2014 – 2020 on behalf of the Maastricht School of Management. Currently providing mentoring support towards the achievement of the strategic objectives.
Centre for Competition, Regulation and Economic Development	
Service	Strategy, Business Planning and Programme Management Support
Duration	April 2013 – December 2015
Project Description	Provided strategy development support, programming strategic priorities into the business plan, and research programme management assistance.
Rwanda Tourism University College Entrepreneurship Centre	
Service	Programme Design and Development
Duration	August 2014 – October 2014
Project Description	High-level programme design for the establishment of a tourism incubator at the Rwanda Tourism University College Entrepreneurship Centre on behalf of Maastricht School of Management.
Wesgro	
Service	Monitoring and Evaluation
Duration	March 2013 to June 2013
Project Description	Conducted a review and impact assessment of the Cape IT Initiative (CITI) and its subsidiary, the Bandwidth Barn (BWB). These interventions have been implemented in Cape Town to support enterprises in the ICT sector.

Consulting Engineers South Africa (CESA) and the Built Environment Professions Export Council (BEPEC)	
Service	Research/ Programme Design and Development
Duration	August – November 2012
Project Description	Provided input to the preparation of a report on behalf of CESA and BEPEC that sets out the significance of the consulting engineering sector within the context of promoting employment creation, industrialisation and empowerment as part of an application to have the consulting engineering sector declared a designated sector in terms of the provisions of the Preferential Procurement Policy Framework Act. The work was undertaken under contract to Liz Whitehouse and Associates.
Small Enterprise Development Agency, Mpumalanga Province	
Service	Research/ Programme Design and Development
Duration	August – October 2012
Project Description	Investigated the viability of hosting an exhibition for local producers in the Mpumalanga Province. The work was done in collaboration with International Trade Projects and Liz Whitehouse and Associates.
Wesgro	
Service	Programme Design and Development
Duration	August – October 2011
Project Description	Provided technical assistance for the design and development of an export linkages and an export mentorship programme for Wesgro. The work was undertaken under contract to ITRISA.
Business Process Outsourcing Western Cape	
Service	Strategy Formulation and Implementation/ Programme Development and Design
Duration	November 2009 – April 2010
Project Description	Developed the Integrated Enterprise Development Strategy to provide a framework for the design and implementation of support measures aimed at meeting the development needs of Business Process Outsourcing SMMEs.
Small Enterprise Development Agency	
Service	Programme Formulation and Development
Duration	August – December 2009
Project Description	Developed business plans for two Trade Point Satellite Offices in Nelspruit and Tshwane to encourage export promotion and development. This project is part of the National Trade Point Project. The work was undertaken under contract to TAP Consulting.

Umsobomvu Youth Fund	
Service	Programme Design and Development
Duration	March - August 2009
Project Description	Developed a series of assessment tools to determine the feasibility, viability, and growth potential of small enterprises participating in the UYF Business Consultancy Voucher Programme.
Gauteng Enterprise Development Agency	
Service	Research
Duration	February 2008 – March 2009
Project Description	Researched the export development needs of small and medium manufacturing and service firms in Gauteng.
City of Johannesburg	
Service	Strategy Development and Formulation/ Programme Design and Development
Duration	May – August 2008
Project Description	Formulated an export development and promotion strategy for the Trade and Investment Directorate of the Department of Economic Development within the City of Johannesburg.
Umsobomvu Youth Fund	
Service	Programme Design and Development
Duration	June – August 2008
Project Description	Developed a product, pricing, and partnership guide for the UYF Business Consultancy Services Voucher Programme.
Community Self-employment Centre (COMSEC)	
Service	Strategy Formulation and Implementation/ Organisation Design and Process Optimisation
Duration	October 2007 – March 2008
Project Description	Prepared a Strategic Options Study Report for COMSEC to inform the renewal and repositioning of the organisation. Proposals were developed with respect to the organisational model, services, governance, and management requirements, along with an implementation plan. COMSEC provides local economic development support with special emphasis on small enterprise development.
EU-SADC Investment Promotion Programme (ESIPP)	
Service	Programme Design and Development
Duration	November 2005 – November 2006

Project Description	Provided technical assistance in the planning and execution of 4 Policy Dialogue Workshops as part of the ESIPP Sector Partnership Meetings. The workshops were held in South Africa, Tanzania, Zambia, and Namibia. This project is undertaken in collaboration with International Trade Projects.
Small Enterprise Development Agency, Mpumalanga Province	
Service	Research/ Programme Design and Development
Duration	January – March 2006
Project Description	Developed an SME Guide for Trading in Africa to assist small enterprises in doing business in Africa. The project was undertaken under contract to TAP Consulting.
Tourism Enterprise Programme	
Service	Programme Design and Development
Duration	June – November 2005
Project Description	Developed training material for local and international exhibition participation for SMMEs. The material was developed as part of the training interventions under the Tourism Enterprise Programme.
Department of Environment and Tourism	
Service	Research/ Programme Design and Development/ Monitoring and Evaluation
Duration	2 months, June – July 2005
Project Description	Provided technical assistance in the conceptualisation, planning, and execution of a project review (output to purpose). The project aimed to support the establishment of cooperative enterprises through recycling activities. The project was executed in collaboration with VAPI Consulting.
Japan International Cooperation Agency (JICA)	
Service	Research
Duration	March – April 2005
Project Description	Undertook a needs assessment on policy and institutional reform for SME promotion in the country. The study was undertaken as part of a 7-country study to inform Technonet Africa's newly established Plan of Operation.
Department of Trade and Industry	
Service	Research/ Programme Design and Development
Duration	May 2004 – December 2004
Project Description	The project involved a review of small enterprise development programmes in the country as part of efforts to inform the merger process between Ntsika and Namac (the former national small enterprise development agencies). The review was undertaken to assess the impact of the various programmes and make recommendations for future programme design and implementation. The work was

	undertaken under contract with a consortium led by Deloitte Consulting.
	Mpumalanga Economic Empowerment Corporation (MEEC)
Service	Research/ Programme Design and Development
Duration	June – August 2004
Project Description	Developed a Mentorship Programme Manual in support of the mentorship programme of the MEEC.
	Mineworkers Development Agency (MDA)
Service	Programme Design and Development
Duration	May – June 2003
Project Description	Developed a concept paper for the design and execution of a small enterprise development programme focusing on supporting former mineworkers in Swaziland as part of a social plan to support retrenched mineworkers.
	World Education – NTINGA II
Service	Monitoring and Evaluation
Duration	September – October 2002
Project Description	The broad goal of the Ntinga II programme is to improve the quality of services delivered by support institutions -- both business development service (BDS) providers and micro-finance institutions (MFIs) -- to growth-oriented micro-enterprises. The project involved conducting an assessment of the programme's performance and achievements on behalf of World Education South Africa.
	Swedish International Development Cooperation Agency (SIDA)
Service	Monitoring and Evaluation
Duration	April – June 2002
Project Description	Conducted an impact assessment of the services of the Community Self Employment Centre (COMSEC) on small business and local economic development in the Port Elizabeth region.
	The Umsobomvu Youth Fund (UYF)
Service	Research/ Programme Design and Development
Duration	March – June 2002
Project Description	Conducted research on the business support needs of young entrepreneurs for the UYF. The project involved conducting research through a survey as well as focus group discussions with existing and potential young entrepreneurs.
	Ntsika Enterprise Promotion Agency
Service	Research / Monitoring and Evaluation

Duration	August – October 2001
Project Description	Conducted an evaluation of the National Mentorship Programme. The programme was established as a result of the National Jobs Summit held in 1998.
Standard Bank Foundation	
Service	Research/ Monitoring and Evaluation
Duration	March – April 2001
Project Description	Conducted an evaluation of the KwaZulu-Natal Development Foundation (an enterprise development organisation providing Business Development Services to SMMEs) for the Standard Bank Foundation.
Northern Cape Department of Economic Affairs and Tourism	
Service	Programme Formulation and Implementation/ Programme Design and Development
Duration	March – August 2001
Project Description	Development of a Community-Based Tourism Strategy and Programme for the Northern Cape Province.