



PERSONAL DETAILS			
<p>I am the former Chief Executive Officer of the Independent Communications Authority of South Africa (ICASA) and Manager Regulatory Affairs with five years of regulatory experience providing oversight to ICASA Councillors and Telkom Business Units Licensing, tariff and fee setting, regulation-making, and ministerial advice. With regards to Telkom, I provided regulatory oversight for the business units to comply with the necessary provisions of the telecommunications legislation including universal services obligations. Also, I am the Public Protector of South Africa (PPSA), the Chief Executive Officer of the Media Development and Diversity Agency (MMDA), Managing Director of the Black Management Forum, Chief Executive Officer of the National Gambling Board (NGB), and Construction Education and Training Authority (CETA). former Deputy Director-General responsible for Corporate Services and Governance at the Department of Science and Technology. Other positions I held include Special Advisor to Minister of Labour; Chief Director responsible for Corporate Services at the Provincial Department of Health in the North West; Project leader at the Development Bank of South Africa (DBSA), Research Assistant at The Urban Foundation, and tutor/teacher. I have more than 15 years of experience in the public sector and more than Ten (10) years of Board Experience.</p> <p>Currently, I am the Non-Executive Director of Housing Company Tshwane, Human Resource Committee member of Road Transport Infringement Agency (RTIA), Member of the National Heritage (NHC) Audit Committee and Audit Committee of Statistics South Africa. Also, I am the former National Planning Commission Commissioner, Chairperson of the National Library of South Africa, and Deputy Chairperson of the NHC.</p>			
EDUCATION	<ol style="list-style-type: none"> <li>1. Master of Arts in Development Economics, William College, Williamstown Massachusetts, USA, 1995</li> <li>2. Bachelor of Arts and Honours in Economics (Honours-Cum Laude) Howard University, Washington DC, USA, 1987</li> <li>3. Matric, Dr. W.F. Nkomo High School, Atteridgeville Pretoria, 1981.</li> </ol>		
KNOWLEDGE, SKILLS, AND COMPETENCIES	EMPLOYMENT HISTORY		
	PERIOD	POSITION HELD	EMPLOYER
1. Regulatory Experience	Dec 2017 to date	Non-Executive Director	Self-Employed and Board Member of the National Library of South Africa, North West Development Corporation, National Heritage Council, and the National Planning Commission.
2. Public Policy and Governance	March 2017-Dec. 5 2017	Chief Executive Officer	Public Protector of South Africa
3. Development Economics & Research Capabilities	Jan 2017-February 2017	Chief Executive Officer	Media Development and Diversity Agency
4. Education and Skills Development	Apr 2014- to Jan 2016	Managing Director	Black Management Forum
5. Public Finance	Jan 2014-Mar 2014	Chief Executive Officer	National Gambling Board
6. General Business Management.	Nov 2010 – Oct 2013	Chief Executive Officer	ICASA
7. Analytical Skills	Jan 2009 - Oct 2010	DDG-: Corporate Services and Governance	Department of Science and Technology
8. Communications Skills	Oct 2006 - Dec 2008	Special adviser	Minister of Labour
9. Labour Relations	Mar 2006 - Oct 2006	Freelance Consultant	Abenguni Consulting Services cc
10. Corporate Governance	Dec 2005 – Feb 2006	Unemployed	
	Aug 2000 - Nov 2005	Chief Executive Officer	Construction Education and Training Authority (CETA)
	May 1999 - Jul 2000	Chief Director	Corporate Services: Provincial Dept. of Health-NW
	Jan 1997 - May 1999	Manager- Regulatory Affairs	Telkom SA Ltd
	Oct 1991 - Dec 1996	Project Leader	Development Bank of Southern Africa (DBSA)
	Jan 1990 – Sep 1991	Research Assistant	The Urban Foundation (Now known as Independent Development Trust)
	Jan 1989 – Dec 1989	Teacher/Tutor	Tuition Project (Project of the SACC)
	Jan 1988- June 1988	Business Development Officer	FNB Industrial Bank

DETAILED CAREER HISTORY		
Employer	Public Protector of South Africa	2017 03 01 to 2017 12 05
Position held	Chief Executive Officer	
<p><b>DUTIES AND RESPONSIBILITIES</b></p> <ol style="list-style-type: none"> <li>1. Led the process of strategic planning and operational planning, monitoring, evaluation, and performance reporting for the entire organization.</li> <li>2. Ensured effective implementation, monitoring, and evaluation of the strategic plan and operational plans.</li> <li>3. Provided leadership on the performance of functions related to the core mandate of the institution.</li> <li>4. Ensured effective financial planning and financial management of the organization on a matter related to budget and expenditure in terms of the Public Finance Management Act and regulations.</li> <li>5. Developed and implemented systems of internal controls and Risk Management.</li> <li>6. Ensured institutional governance and compliance with all applicable legislation.</li> <li>7. Led the process of Policy Development, Review, and Implementation</li> <li>8. Effectively managed stakeholder relations, international relations, and parliamentary liaison.</li> <li>9. Developed and implemented performance management systems that are commensurate with the resources and plans of the organization to ensure the implementation of PPSA mandate and achievement of organizational strategic goals.</li> <li>10. Provided leadership to the management team and strengthen institutional performance and accountability.</li> <li>11. Advised the Executive Authority on institutional operations and financial matters.</li> <li>12. Performed other functions or duties delegated by the Public Protector from time to time.</li> </ol> <p><b>ACHIEVEMENTS</b></p> <ol style="list-style-type: none"> <li>1. Produced a Human Resource Capital Development Strategy with four pillars embedded into the strategy. That is,               <ol style="list-style-type: none"> <li>1.1 Remuneration Philosophy/Framework.</li> <li>1.2 Talent Management Framework.</li> <li>1.3 Dual Career Path Framework and</li> <li>1.4 Retention Strategy.</li> </ol> </li> <li>2. Successfully moderated and paid performance bonuses that were outstanding since 2014.</li> <li>3. Successfully identified talent within the entity to be nurtured and recruited internally to manage costs.</li> <li>4. Formulated/ Authored PPSA Vision 2023</li> </ol>		
<b>Reasons for Leaving: Reputational Risks</b>		
Employer	Media Development and Diversity Agency (MDDA)	2017 01 03-2017 02 28
Position held	Chief Executive Officer	
<ol style="list-style-type: none"> <li>1. Provided leadership on the performance of functions related to the core mandate of the Agency as prescribed in the Media Development and Diversity Act 14 of 2002 ("the Act").</li> <li>2. Responsible for the day-to-day management, running, and operations of the Agency.</li> <li>3. Performed any other function delegated by the Board</li> </ol>		
Reasons for leaving	Non-Adherence to Good Corporate Governance in the Agency	



Employer	Black Management Forum	April 2014 - Jan 2016
Position held	Managing Director	
<b>DUTIES AND RESPONSIBILITIES</b>		
<ol style="list-style-type: none"> <li>1. Facilitated the process of organizational strategy development, with clear and measurable goals and objectives.</li> <li>2. Ensured implementation of organizational strategy and program of action within an agreed-upon timeframe.</li> <li>3. Ensured implementation, monitoring, and evaluation of organizational strategy at agreed-upon intervals.</li> <li>4. Developed annual budgets and fundraising to enable the BMF to carry out its mandate.</li> <li>5. Ensured good financial practices, governance, and the implementation of revenue-generating projects.</li> <li>6. Developed project/program proposals in line with the objectives of the forum.</li> <li>7. Identified and mobilize donor/sponsorship support for BMF projects.</li> <li>8. Ensured effective communication, reporting, and secretariat support to the Board and its committees.</li> <li>9. Represented the BMF at various public forums at the request of the President or Deputy.</li> <li>10. Provided strategic and operational support to the provinces and branches to ensure growth and sustainability.</li> <li>11. Promoted visibility of the BMF through participation in local and international events, conferences, and seminars.</li> <li>12. Interacted with senior government officials, leaders of business, and key stakeholders in the pursuit of the BMF's mandate and the transformation of organizations and the economy at large.</li> <li>13. Ensured the production of analytical reports on the state of the SA economy, Black Economic Employment (BEE), Employment Equity (EE), and skills development and distribution.</li> <li>14. Drove Corporate Membership Growth and improve service/benefits.</li> <li>15. Ensured that the strategic objectives of the Board and AGM resolutions are implemented and tracked regularly; and</li> <li>16. Provided leadership, guidance, and support mechanisms to the Student Chapters and Young Professionals structures.</li> </ol> <p>Reporting Structure</p> <ul style="list-style-type: none"> <li>o Reporting to the Board</li> <li>o Managing – 3</li> <li>o Staff compliment: 25 employees</li> </ul>		
Reason for Leaving	Career Change	

Employer	National Gambling Board	2014 01 02 – 2014 03 31
Position held	Chief Executive Officer	
<p><b>DUTIES AND RESPONSIBILITIES</b></p> <p><b>Content Development and Distribution</b></p> <ul style="list-style-type: none"> <li>o Provided appropriate divisional input into the NGB three-yearplan.</li> <li>o Ensured the development of an appropriate and approved business plan for the division.</li> <li>o Ensured the development of an appropriate annual communications plan for NGB.</li> </ul> <p><b>Corporate Communications</b></p> <ul style="list-style-type: none"> <li>o Developed corporate communication strategy development.</li> <li>o Assessed the success of campaigns and events.</li> <li>o Developed and implemented targeted campaigns.</li> <li>o Developed and implemented a dedicated website populated with appropriate information and contact links.</li> <li>o Prepare appropriate corporate publications and documents as may berequired.</li> <li>o Planned appropriate collection of data, reports, and preparation of the annual report.</li> <li>o Built the corporate image of NGB.</li> </ul> <p><b>Stakeholder Management</b></p> <p>Ensured the ...</p> <ul style="list-style-type: none"> <li>o Development of annual event schedule and plan with a focus on industry-related stakeholders’ other local stakeholders, and international stakeholders.</li> <li>o Proper planning and preparation forevents.</li> <li>o Appropriate secretarial function as and when required.</li> <li>o Scheduled follow-up actions as and when required; and</li> <li>o Development of internal event schedule, planning, and preparation forevents.</li> </ul> <p><b>Board and Industry meetings and events</b></p> <p>Ensured that.</p> <ul style="list-style-type: none"> <li>o The appropriate development of annual meeting schedule for Board and Committee meetings.</li> <li>o The appropriate preparation of agenda and related documents and timely distribution to Board members.</li> <li>o appropriate drafting and delivery of minutes of meetings and schedule of follow-up actions flowing from meetings (Board Decision and oversight).</li> <li>o The appropriate development of an annual industry meeting and event schedule.</li> <li>o The appropriate planning and arrangements for industry meetings andevents.</li> <li>o Appropriate secretarial function as and when required; and</li> <li>o Scheduled follow-up actions as and when required (GRAF, Biennial).</li> </ul> <p>Reporting Structure</p> <ul style="list-style-type: none"> <li>o Reporting to the Board</li> <li>o Managing – 6</li> <li>o Staff compliment – 24 employees</li> </ul>		
<p><b>ACHIEVEMENTS</b></p> <ol style="list-style-type: none"> <li>1. Produced an unqualified audit opinion.</li> <li>2. Guided the process with regards to the National Central Electronic Monitoring System RFP by including a Built Operate and Transfer component to it.</li> <li>3. Appointed of a Chief Financial Officer within the stipulated time; and</li> <li>4. Finalized and guided the process of reviewing the Strategic Plan and Annual Performance Plan for the financial year 2014/2015.</li> </ol>		
Reason for Leaving	Organizational Realignment that impacts the term of the contract.	

Employer	ICASA	2010 11 01–2013 10 30
Position held	Chief Executive Officer	
<p><b>DUTIES AND RESPONSIBILITIES</b></p> <ul style="list-style-type: none"> <li>○ Strategic Planning and Organizational Alignment for Shared Vision and Leadership.</li> <li>○ Financial Management Organizational.</li> <li>○ Operational Management.</li> <li>○ Human Resource Management.</li> <li>○ Shareholders Relations Management.</li> <li>○ Aligned the priorities of the Independent Communications Authority of South Africa (ICASA) with broader government objectives by participating in the relevant process approved by Cabinet.</li> <li>○ Advised on all relevant issues germane to Information, Communications, and Technology (ICT).</li> <li>○ Implemented regulations and the ICASA's legislative mandate.</li> <li>○ Served as Accounting Officer of the ICASA.</li> <li>○ Developed ICASA's corporate strategy and budget proposal.</li> <li>○ Developed and implement an effective stakeholder communication strategy.</li> <li>○ Enhanced the relationship between the ICASA, SABC, Sentech, USAASA, Portfolio Committee on Communications, Department of Communications, National Treasury, and other stakeholders.</li> <li>○ Supported the Chairperson in meeting his statutory mandate.</li> </ul> <p>Reporting Structure</p> <ul style="list-style-type: none"> <li>● Reporting to the Board/Council (Executive Council)</li> <li>● Managing – 12</li> <li>● Staff compliment –360 employees</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ol style="list-style-type: none"> <li>1. Introduction of a proper business planning tool for the respective division in the organization; and Formulation of a new 3-year Corporate Strategy linked to the Minister of Communications' Delivery Agreement.</li> <li>2. Reviewed the 3-year to 5-year Strategic Plan align with the National imperatives of government and approved by the Portfolio Committee on Communications.</li> <li>3. Successfully formulated a business case for additional funding for three years starting in 2012/13- 2014/15. An amount of R132 million was secured from the National Treasury to support the Authority's Monitoring and Compliance responsibilities.</li> <li>4. Introduced a standard In-Year Monitoring and Evaluation framework.</li> <li>5. Converted ICASA Divisional to Programmatic Approach to alignment with the government's outcomes-based approach.</li> <li>6. Provided Strategic leadership-             <ol style="list-style-type: none"> <li>6.1 With regards to the revision of 2003 HR Policies to current legislative requirements.</li> <li>6.2 In pursuing the Communications Workers Union (CWU) in agreeing to a multi-tier agreement and concluded a 2-year Substantive Agreement</li> <li>6.3 Reduced prolonged bi-lateral discussion with the Union to a minimum of three meetings to agree.</li> <li>6.4 Change of working hours in line with the LRA and Basic Conditions of Employment Act.</li> </ol> </li> <li>7. Finalization of negotiations on amendments of the Recognition Agreement which incorporates among others, exclusion of managers from the bargaining unit and the Full-Time shop steward. Also converted Shut down period to annual leave to save the organization unnecessary annual unaccounted leave expenditures.</li> <li>8. Improved Internal Stakeholder relations especially with labour which resulted in reduced grievances.</li> <li>9. Facilitated the amendment of the Performance Management Policy and ensured that it was approved and roll out to all employees. The acting Policy was amended and approved, job evaluation policy. Subsequently, migrated all employees of the ICASA to Cost to Company</li> <li>10. Collected an outstanding Radio Frequency License Fees of approximately R30-million from SAPS, Tshwane, and Ekurhuleni Metro within less than 60-days. These debts were outstanding for more than two years.</li> <li>11. Negotiated a settlement agreement with Sentech on outstanding spectrum license fees.</li> <li>12. Implemented a system of approval/disapproval of outstanding fees on Radio Frequency Spectrum License application by linking historic spectrum fees information of the client to their current application. That is, an approval of an application will be granted once all outstanding debts have been cleared. This approach was never used before.</li> <li>13. Produce unqualified financials for 2012/2013. This is within 2 years of inheriting a qualification.</li> <li>14. Migrated SABC from a dedicated spectrum band to allow for mobile services at a discounted fee.</li> </ol>		
Reason for leaving	3-year fixed contract.	



Employer	Corporate Services and Governance Department of Science and Technology	Jan. 2009 – Oct. 2010
Position held	Deputy Director-General	
<p><b>DUTIES AND RESPONSIBILITIES</b></p> <ol style="list-style-type: none"> <li>1. Led, manage and assume overall management responsibility for all functions of the corporate affairs.</li> <li>2. Defined and put in place systems that will enable the Department to function effectively and in compliance with legal prescripts.</li> <li>3. Networked with critical stakeholders in the National System of Innovation.</li> <li>4. Developed a Monitoring and Evaluation framework for the Department.</li> <li>5. Provided strategic direction and support that will enable the Department to realize its defined objectives; and</li> <li>6. Provided communication, marketing, and Information Services.</li> </ol> <p>Reporting Structure</p> <ul style="list-style-type: none"> <li>• Reporting to Director-General</li> <li>• Managing – 4</li> <li>• Staff compliment – ±50</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>○ Converted a project on Knowledge, Information, and Records Management in a structural business unit that was incorporated into the bigger structure of the Corporate Services Branch in the Department. Successfully applied to the Minister of Police to declare the target site for the Square Kilometre Array (SKA) as a National Key Point.</li> <li>○ Introduced a Cost-Effective Cell Policy in the Department.</li> </ul>		
Reason for leaving	Career Development and needed to improve my management of a bigger pool of people or workforce.	

Employer	Minister of Labour	Oct. 2006 – Dec. 2008
Position held	Special adviser	
<p><b>DUTIES AND RESPONSIBILITIES</b></p> <ol style="list-style-type: none"> <li>1. Provided political and strategic input and/or advice to the Minister on his work with Cabinet and Cabinet Committees.</li> <li>2. Reviewed briefings notes, speeches, and position and/or discussion documents for the attention of Minister, drawing attention to any aspect which they think has Party political implications and ensuring that sensitive political points are handled properly.</li> <li>3. Assisted in any aspect of departmental business, including advising the Minister when the latter is taking part in Party political activities influencing policy directives on skills development, human resource development, and employment.</li> <li>4. Prepared speculative policy papers that can generate long-term policy thinking within the Department, including policies that reflect the political viewpoint of the Minister's Party.</li> <li>5. Related research, including adding Party political content to the material prepared by permanent civil servants.</li> <li>6. Provided expert advice as a specialist in a particular field- Economics, Skills, and Human Capital.</li> <li>7. Participated in policy reviews organized by the Party, or officially in conjunction with it, to ensure that those undertaking the review are fully aware of the Government's views and their Minister's thinking and policy.</li> <li>8. Provided political and strategic advice to the Minister on his involvement with other relevant Government departments concerning Presidential and/or Governmental high-priority programs. This would include and international initiatives as well as local programs.</li> <li>9. Advised the Minister of Labour at his request, on inputs made by Accounting Officer with regards to Departmental policy, strategy, plan, and implementation and monitoring.</li> <li>10. Provided quality control and advice about Ministerial formal and informal communication and activities.</li> <li>11. Provided support for the Minister's major policy speech of the year – the budget speech, and any other major interventions. Advice and assistance are available to Ministers while reinforcing political impartiality by distinguishing the source of political advice and support.</li> </ol>		

<b>ACHIEVEMENTS</b>	
<ul style="list-style-type: none"> <li>○ Compiled a 10-year Ministerial Assessment Report on the Programme of Action of the Department.</li> <li>○ Successfully formulated a strategy to stabilize an unending growing establishment of the Department of Labour.</li> <li>○ Established a Filing System of the Ministry per the National Archives Act.</li> </ul>	
Reason for leaving	Change of Political Administration.

Employer	Abenguni Consulting Services cc	Mar.2006 – Oct.2006
Position held	Freelance Consultant	
<b>DUTIES AND RESPONSIBILITIES</b>		
<ol style="list-style-type: none"> <li>1. Prepared Assess and Review the organization's strategic implementation and business plans and submit them to the Client.</li> <li>2. Scanned the environment in terms of legislation and relevant regulations and by-laws, policies, programs and benchmarks, indicators, and all other requirements.</li> <li>3. Assessed the status of the client's strategy with growth and development.</li> <li>4. Identified and analyses gaps and indicators of the client's strategies.</li> <li>5. Determined benchmarking instruments and indicators for the client's strategies.</li> <li>6. Determined data and information gaps and needs for client's strategies.</li> <li>7. Co-ordinated information access and provision for the experts and counterpart groups on behalf of the client.</li> <li>8. Managed experts' and counterpart participants' inputs about the client's deadlines.</li> <li>9. Provided synthesis reports to the client.</li> <li>10. Education, Training and Skills Development proposal</li> </ol>		
<b>ACHIEVEMENTS</b>		
<ul style="list-style-type: none"> <li>○ Successfully proposed recommendations and resolutions emerging from Tshwane's Business Week (2004/05) for approval and implementation by the Mayor of the City of Tshwane.</li> <li>○ Completed the formulation of the City of Tshwane Growth and Development Strategy (2006).</li> </ul>		
Reason for leaving	Short term contract	

Employer	CETA	Aug. 2000 – Nov. 2005
Position held	Chief Executive Officer	
<p><b>Duties and responsibilities</b>  Managed the following key projects:</p> <ol style="list-style-type: none"> <li>1. Recognition of Prior Learning Project worth R36-million</li> <li>2. National Skills Project worth R55-million.</li> <li>3. Poverty alleviation [Public Adult Learning Centre(PALC)]</li> <li>4. Discretionary Grants over R100million</li> <li>5. Established the Construction Education and Training Authority (CETA) in terms of the Skills Development Act No 97 of 1998.</li> <li>6. Institutional Arrangement in terms of the Skills Development Act (SDA) obligatory requirements as per Section 10 of the Act. by:</li> <li>7. Formulating the Sector Skills Plan of the CETA</li> <li>8. Formulating and implementing Learner ship Programmes</li> <li>9. Formulating and implementing a funding Model for Learnership Programmes; Skills Programmes and Strategic Projects</li> <li>10. Formulation and implementation of the Recognition of Prior Learning Programme (RPL)</li> <li>11. Formulating and implementing the CETA organization's Strategic and Business plan.</li> <li>12. Implemented the statutory requirements of the Skills Development Levies Act, the South African Qualifications Act, the Public Finance Management Act, and the regulations related to these legislations.</li> <li>13. Formulated and Implemented the Memorandum of Understanding between the Department of Labour (DoL) and CETA on the National Skills Development Strategy (NSDS) for 2000-2005.</li> <li>14. Managed and coordinated the functions of the CETA Boards and its Constitutional Standing Committee.</li> <li>15. Prepared and submitted for approval and/or consideration reports to the CETA Executive, Board, and CETA constitutional standing committees.</li> <li>16. Applied for re-establishment of the CETA as a going concern.</li> <li>17. Formulated and Implemented the Service Level Agreement (SLA) between the Department of Labour (DoL) and CETA on the National Skills Development Strategy for 2005-2010.</li> <li>18. Formulated and implemented a levy grant system to comply with the Skills Development Levies Act (SDL) No 9 of 1999.</li> <li>19. Accelerated Organizational Development through Investment in People Standards, Human Resource Standards, and Procedures, and Employment Equity Act No 55 of 1998.</li> <li>20. Secured Donor Funding from the European Union, to promote the Recognition of Prior Learning (RPL)</li> <li>21. Launched and implemented the country and the construction sector's first RPL for the designated building trades.</li> <li>22. Promoted Corporate Governance and Administration for the CETA.</li> <li>23. Prepared and Presented CETA's Annual Report, Financials to the Office of the Auditor General, Parliament, and the DoL.</li> <li>24. Maintained regular liaison with the DoL and other State Departments related to the construction sector.</li> <li>25. Formulated targets for the construction sector to meet its statutory obligations.</li> <li>26. Maintained a balanced scorecard that regulated CETA's performances in terms of the NSDS targets for period 27. 2000-2005.</li> <li>27. Submitted CETA Quarterly Monitoring report.</li> <li>28. Designed and Developed Career Path for the Construction Industry</li> <li>29. Disbursed grants to levy payers in terms of the SDL Act.</li> <li>30. Managed Monthly Levy income stream of approximately R4 million (0,5 % levy payment of company turnover) and R8 million (1% levy).</li> <li>31. Submitted Reports to the DoL on Levies received and disbursed.</li> <li>32. Submitted Strategic Proposal to the National Skills Fund(NSF).</li> <li>33. Submitted CETA Quarterly Monitoring report.</li> <li>34. Designed and Developed Career Path for the Construction Industry</li> <li>35. Disbursed grants to levy payers in terms of the SDL Act.</li> <li>36. Managed Monthly Levy income stream of approximately R4 million (0,5 % levy payment of company turnover) and R8 million (1% levy).</li> <li>37. Submitted Reports to the DoL on Levies received and disbursed.</li> <li>38. Submitted Strategic Proposal to the National Skills Fund(NSF).</li> <li>39. Provided capacity building, training, and development for all governance structures and the staff.</li> <li>40. Provided input into weighting measurement instrument for Construction Transformation Charter especially on The Skills Development Element.</li> <li>41. Developed a Mentorship Programme for Small Constructors for the Eastern Cape Development Cooperation (ECDC)</li> </ol>		



44. Uploaded Learner Achievement on the National Learner Record Database (NLRD).
45. Approve accreditation of Training Providers and Issuing of Certificates of Competence.
46. Renewed CETA Quality Assurance status every three years.
47. Formulated policies of the Authority (Human Resource; Procurement, Finances, and Grants systems).

**ACHIEVEMENTS**

1. Maintained 4 years of a clean audit in terms of the financials of the organization and a one-year qualified audit due to a finding on Asset Management.
2. Introduced the biggest bursary scheme in the construction sector.
3. Formulate a framework of empowering board members to undergo ISO 9001 so that they can decide on Quality Assurance.
4. Introduced a program for assisting small firms to participate effectively in the SETA system of claiming and training their workforce.
5. Effectively implemented the first Recognition of Prior Learning in the construction sector with special emphasis in ensuring that Bricklayers, Painters, Plasterers, Plumbers, and so forth skills are recognized within the sector.
6. Design the CETA logo to reflect the three components of the industry, that is, Building, Construction Manufacturers, and the Built Environment.

Reason for leaving	Fixed Term Contract
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Employer	Corporate Services: Dept. of Health	May 1999 – July 2000
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Position held	Chief Director
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**Duties and Responsibilities:**

1. Managed the Primary School Nutrition Programme worth R33million.
2. Formulated the specifications for the PSNP.
3. Pre-assessment of potential tenders.
4. Formulated a monitoring and evaluation framework.
5. Briefed the Provincial Legislation on Departmental Strategies and Objectives.
6. Presented the Annual Report to the Provincial Legislation.
7. Presented the Annual Budget for approval to the Provincial Legislation.
8. Submitted Health-related Provincial legislation to the Provincial Legislation for approval.
9. Reported on PFMA compliance.
10. Managed Finance, Human Resource Development; Procurement, ICT, and Legal Services.
11. Managed and resolved medical litigations.
12. Formulated financial and/or operational policies on behalf of the Department.
13. Provided the Member of Executive Council (MEC) a monthly report on Cash flow management, expenditure patterns, and potential revenue information with regards to the Department.
14. Designed, overhauled, implemented, and administered financial structures and systems within the Department to ensure optimal utilization of financial resources.
15. Formulated policies on Finance, Logistics, and Planning, and Human Resources strategies, policies, and systems within the context of public sector transformation and service delivery.
16. Integrated of the three directorates of Finance, Human Resources, Logistics and Policy, and Planning

**ACHIEVEMENTS:**

- Implementation of the Public-School Nutrition Programme and factoring BEE component in terms of localization of services.

Reason for leaving	Family Responsibilities
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Employer	Telkom SA Ltd	Jan. 1997- May 1999
Position held	Manager- Regulatory Affairs	
<p><b>Duties and responsibilities</b></p> <ol style="list-style-type: none"> <li>1. Ensured infrastructure and network availability to the roll-out of telecommunication centers in the under-served areas.</li> <li>2. Conducted social facilitation to ensure community participation in the establishment of telecentres.</li> <li>3. Developed a body of knowledge on the economic and financial implications of regulations, particularly in respect of cost allocation, interconnection, and pricing, and advised and supported the business units in these areas.</li> <li>4. Analyzed the regulatory environment and its impact on Telkom and developed strategic options for the company.</li> <li>5. Monitored and evaluated Telkom's regulatory compliance with the Telecommunications License.</li> <li>6. Effectively communicated and engendered an understanding of the functions of the South African Telecommunications Regulatory Authority [SATRA] now called ICASA, the Universal Service Agency [USA], the Department of Posts, Telecommunications and Broadcasting, and the role of Regulatory Relations with regards to its liaison with these organizations and Telkom.</li> <li>7. Guided and assisted the business units in setting prices and developing products following the Regulatory Requirements.</li> <li>8. Developed in conjunction with a team a Consumer Code of Practice for Telkom's Customers especially residential customers.</li> <li>9. Ensured Telkom meets its Universal Service Obligations.</li> <li>10. Filed Tariff Charges to ICASA.</li> <li>11. Researched and Formulated Interconnection Policy and formulated the Number Portability Policy Framework.</li> <li>12. Identified threats and violations of Telkom's rights Challenge violations and encroachment of Telkom rights.</li> <li>13. Researched the possibilities of establishing Telecommunications Relay Services in the country. This was to address the communications gap between people with disabilities and those without disabilities.</li> </ol> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>o Launch of the first Tele-centre in the Country, in Ga-Seleka Limpopo Province.</li> <li>o Formulation of the Business Code of Conduct as per the Telecommunications Act.</li> <li>o Enhanced the relationship between the Universal Service Access of South Africa and ICASA.</li> </ul>		
Reason for leaving	Career Development	

Employer	DBSA	Oct. 1991 – Dec. 1996
Position held	Project Leader	
<p><b>DUTIES AND RESPONSIBILITIES</b></p> <ul style="list-style-type: none"> <li>o Appraised all infrastructure projects specifically for funding.</li> <li>o Recommended Sustainable projects for approval R3 m and Upwards.</li> <li>o Monitored and Evaluated projects in implementation.</li> <li>o Maintained a budget system for all approved projects.</li> <li>o Continuously identified potential Borrowers and appraising borrowers, and.</li> <li>o Managed and Implemented a Job Creation Program (RDP) worth R20m.</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>o Within six months of my appointment, formally brought four completed rural road projects to closure through a closure report.</li> <li>o Empowered Communities in the former Transkei (part of the Eastern Cape) and KwaZulu Natal (KZN) through Rural Roads Development programs.</li> <li>o Empowered Communities in KZN to adopt block paving to build rural roads.</li> </ul>		
Reason for leaving	Career Development and growth	

Employer	The Urban Foundation	January 1990 –September 1991
Position held	Research Assistant	
<b>DUTIES AND RESPONSIBILITIES:</b> <ul style="list-style-type: none"> <li>○ Collected data to develop a population distribution model.</li> <li>○ Collected and evaluated data on local government finances.</li> <li>○ Compiled Economic/Financial Updates for Financial Resources Unit.</li> <li>○ Collected and analyzed data to formulate a Housing Affordability Model.</li> <li>○ Compiled an Annotated Bibliography on Aids and Development in South (1992): to determine the level of documentation on the problem of AIDS.</li> </ul> <b>ACHIEVEMENTS</b> <ul style="list-style-type: none"> <li>○ Writing briefs to enhance arguments for fundraisers.</li> <li>○ Compiled an Annotated Bibliography on HIV and AIDS and its socio-economic impact.</li> <li>○ Assessment of low-cost housing affordability using a Model already or program already adopted by the Urban Foundation.</li> <li>○ Co-authored a chapter with Professor Charles Simkins on the “How the State Can Support the Poor”</li> </ul>		
Reason for leaving	Unit Closed Down	

Employer	Tuition P r o j e c t	January 1989 –September 1990
Position held	Teacher	
<b>DUTIES AND RESPONSIBILITIES:</b> <ul style="list-style-type: none"> <li>○ Tutor for Economics, Business Economics, and Accounting to ex-political detainees/activists. That is Grades 11 and 12.</li> </ul>		
Reason for leaving	Project funding Unsustainable	

Employer	FNB Industrial	January 1988 –July 1988
Position held	Business Development Officer	
<b>DUTIES AND RESPONSIBILITIES:</b> <ul style="list-style-type: none"> <li>○ Ensure that existing FNB clients do not exceed their borrowing limits.</li> <li>○ Security evaluation on the clients [Janssen Pharmaceutical; Johnson and Johnson and many other big industrial companies].</li> <li>○ Carried out bank reconciliation of the clients.</li> <li>○ Financial Appraisal of borrowers.</li> </ul>		
Reason for leaving	Experienced discriminatory practices in the workplace in terms of mentorship	



RESEARCH AND TRAINING

1. Desktop Research

- a. Compiled the City of Tshwane's Growth and Development Strategy 2006 with credible scholars and technocrats/consultants.
- b. Compiled briefing notes for the former Minister of Labour, Membathisi Mdladlana on:
  - i. Myths and Realities of the South African Labour Market. December 17, 2008.
  - ii. An assessment of the Ministerial Programme of Action (PoA) 2004-2009, August 14, 2008, against the Government's PoA.
  - iii. An Assessment of the Department of Labour Strategic Plan against the African National Congress (ANC) 2004 Election Manifesto.
  - iv. An Integrated Approach towards Improved Delivery of Services, October 03, 2007.
  - v. Ministerial Handover Report for the Transition Period 2008-2009 December 2008; and
  - vi. Addressing the challenges facing the Youth, 2008

2. Field Work Research

- a. As an Assistant Researcher to Professor Charles Simkins,
  - i. Compiled an Annotated Bibliography on HIV and AIDS and the economic impact on South Africa 1989-1990.
  - ii. Co-authored a Chapter with Professor Charles Simkins, Wits Univ., 1990-1991. **Questionable Issues-Illegitimacy in South Africa**, edited by Sandra Burman and Eleanor Preston-Whyte, Oxford University Press, 1992. Title Chapter *How South Africa Can Support the Poor*.
- b. As CEO of the CETA formulated a model for a Construction Centres of Excellence, May 04, 2005.

3. Academic Research

- a. South Africa: Creating A Competitive Edge (Research Paper presented to the Centre for Development Economics-Williams College, in partial Fulfilment of the requirement for the Degree of Master of Arts in Development Economics) 1994.

4. Other

As the Managing Director of the Black Management Forum, contributed an opinion on **Prominent Voices on the BEE by South African Business**, in the Book entitled **Black Economic Empowerment** by Phinda Mzwakhe Madi.

CERTIFICATES OF ATTENDANCE AND OTHER TRAINING

1. An introduction to Corporate Governance.
2. Governance of Ethics.
3. Corporate Governance and Board Effectiveness.
4. Being a Director Part 2: The Governing Body's role in ethics, strategy, and performance and integrated reporting.
5. Being a Director Part 4: Increasing Governing Body Effectiveness and Adding Value.
6. Being a Director Part 5: Boardroom Theory into Practice.
7. IT Governance.
8. Social and Ethics Committee; and
9. Chairmanship.
10. ISO 9001 Certificate (Modules 1, 2, and 3). Passed the Compulsory Examination, South African Bureau of Standards (SABS).
11. Occupational Health and Safety
12. Multimedia Management and Regulation-Gordon Institute of Business Science, Univ. of Pretoria-May 21-24, 2012.
13. Professional Certificate in Regulatory Affairs, June 21- 26, 2012. International Centre for Parliamentary Studies, London United Kingdom (UK).
14. Advanced Emotional Intelligence and Leadership Skills Master class. Forefront Training and Business Solution. Services SETA accredited.

GOVERNANCE CURRICULUM VITAE: BOARD EXPERIENCE

Institute of Directors Southern Africa Membership Entities	Current IodSA Member	Description of Organisation (Type / Size / Sector)	Position (Executive or Non-Executive Director)	Member or Chairman	Date Started	Date Ended	Total No. Of Years
<b>CURRENT BOARD AND COMMITTEE MEMBERSHIP</b>							
1. Housing Company Tshwane	Social Housing		Non-Executive Director	NED	July 2021	June 2022	1
			Human Resource and Remuneration Committee	Chairperson			
			Finance and Risk Committee	Member			
2. Statistics South Africa	Services		Audit Committee	Member	March 2019	April 2022	3
3. Road Traffic Infringement Agency	Transport		HR and Remuneration	Member	Oct 01, 2021	Sept 30, 2024	3

**PREVIOUS BOARD MEMBERSHIP**

	Presidential Advisory Body	Commissioner	Commissioner	Oct 2015	March 05 2021	5-years & 6months
1. National Commission (NPC)	Planning	Commissioner	Commissioner	Oct 2015	March 05 2021	5-years & 6months
2. National Library of South Africa (NLSA)	Library Information Services	Non-Executive Director	Chairperson Member of: ICTS and HR & Remco	2015 10 31- 2018 10 01-	2018 09 30 2021 09 30	6-years
3. National Heritage Council (NHC)	Heritage and Culture	Councilor	Council and Ordinary Member Council Audit and Risk Corporate Services Heritage Research, Programmes and Projects Committees	2017 12 01-	2021 01 30	
4. National Heritage Council (NHC)	Heritage and Culture	Councilor	Deputy Chairperson of Council Audit and Risk Heritage and Research Development Committees	2021 03 11-	2021 09 30	7-months
5. North West Development Corporation (NWDC)	Investment Schedule D Entity	Non-Executive Director	<ul style="list-style-type: none"> <li>Member.</li> <li>Non-Executive Chairperson of Human Resource and Remuneration Committee.</li> <li>Interim Chairperson and ordinary Audit and Risk Committee-Non-Executive; and</li> <li>Social and Ethics Committee- Non-Executive member</li> </ul>	2016 06 02	2019 07 28	3 years
6. Bakgatla Share Block	Tourism and Hospitality	Non-Executive Director	Member	2016 07 14	2017 04 29	10 Months
7. Manyane Share Block	Tourism and Hospitality	Non-Executive Director	Member	2016 07 14	2017 04 29	10 Months
8. Bakubung Villas	Tourism and Hospitality	Non-Executive Director	Member	2016 07 14	2017 04 29	10 Months
9. Golden Leopard Resorts	Tourism and Hospitality	Non-Executive Director	Member	2016 07 01	2017 02 06	08 Months
10. Black Management Forum	Non-Government Organisation	Non-Executive Director	<ol style="list-style-type: none"> <li>Non-Executive Chairman of the BMFI's Human Resources and Remuneration Committee.</li> <li>Ex-Officio Member of the Audit Committee.</li> <li>BMFI Investment Committee-Non-Executive Member; and</li> <li>BMFI Special Committee-Strategic Equity Partner-Non-Executive member.</li> </ol>	2014 05 01	2016 01 30	±2-Years (1 year & 8 months)



1. Entities	Description of Organisation (Type / Size / Sector)	Position (Executive or Non-Executive Director)	5 Member or Chairman	Date Started	Date Ended	Total No. Of Years
11. Lot Maduke Ndlovu Legacy Trust	Education	Trustee	Trustee	2014 05 01	2016 01 30	±2-Years (1 year & 8 months)
12. Metropolitan Trading Company (MTC)-City of Johannesburg	ICT	Non-Executive Director	<ol style="list-style-type: none"> <li>1. <i>Member and Non-Executive Chairman of Service Delivery and Infrastructure Committee.</i></li> <li>2. <i>Member of Social Transformation and Ethics Committee.</i></li> <li>3. <i>HR &amp; RemCo Non-Executive Member.</i></li> </ol>	2016 04 01	2017 03 30	1
13. National Home Builders Registration Council (NHBRC)	Human Settlement	Chairperson of Registration Committee	Council Member Member of Council Committees <ul style="list-style-type: none"> <li>• <i>Registration</i></li> <li>• <i>Fund and Finance,</i></li> <li>• <i>Advisory</i></li> <li>• <i>Transformation.</i></li> </ul>	2012 07 01	2018 08 31	3

REFERENCE			
Name	Relationship	Contact	Emails Address
1. Bonang Mohale	Former President of the Black Management Forum (BMF)/CEO of Business Leadership South Africa (BLSA)	083-379-0376	
2. Shiva Makotoko	Former Chairperson of Metropolitan Trading Company (MTC)	083-700-7199	smakotoko@hotmail.com
3. Koko Khumalo	Former Deputy President of BMF	071-470-4424	koko@motlanalo.co.za
4. Prof Siphiwe Nzimande	Former Board member of NGB	083-660-3888	svnzimande@mpiloenhle.co.za
5. Paris Mashile	Former ICASA Chairperson/ current Councillor	083 262 1051	Parish.mashile@gmail.com
6. Daliwonga Duma	Chairperson of the North West Development Corporation	082-882-6035	<a href="mailto:Dali.duma@gmail.com">Dali.duma@gmail.com</a>



# Certificate of Evaluation

in respect of the qualification(s) of

**THEMBA THOMAS CYRIL DLAMINI**  
**(CERTIFICATE 1: THEMBA DLAMINI)**

Date of birth:



ENSURING QUALITY QUALIFICATIONS

**Qualification (1):** Degree of Bachelor of Arts Cum Laude  
**Awarding body / institution:** Howard University in the District of Columbia  
**Status:** Accredited university in the USA

**Date of completion / award:** 1987  
**Documentation submitted:**

- Degree certificate
- Associate in Science Degree with a major in Business Administration issued by Northern Virginia Community College
- Transcript of academic record reflecting transfer credits from Northern Virginia Community College (25.30 credits), Georgetown University (3 credits), University of Maryland (6 credits) and University of Kansas (29 credits). The candidate earned 131 credits in Arts (major subject not indicated)

**Minimum entry requirement:** Completion of the full course of formal schooling leading to the High School Graduation Diploma which is considered to be at the level of the South African Senior Certificate

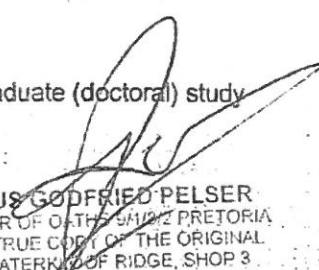
**Minimum duration of study:** Four years  
**Type of study:** Academic (university)  
**Programme requirements:** Completion of coursework  
**Eligibility in country of origin:** Employment; access to postgraduate (master's) study  
**Level in country of origin:** Undergraduate

**Qualification (2):** Degree of Master of Arts in Development Economics  
**Awarding body / institution:** Williams College, Williamstown, Massachusetts  
**Status:** Accredited private university in the USA

**Date of completion / award:** 1995  
**Documentation submitted:**

- Degree Certificate in the original language (Latin)
- Translation of the Master of Arts in Development Economics diploma
- Transcript of academic record

**Minimum entry requirement:** Relevant first degree  
**Minimum duration of study:** One year  
**Type of study:** Academic (university)  
**Programme requirements:** Completion of coursework  
**Eligibility in country of origin:** Employment; access to further postgraduate (doctoral) study  
**Level in country of origin:** Postgraduate

  
MARTHINUS GODFRIED PELSER  
COMMISSIONER OF OATHS, SAQA  
CERTIFIED A TRUE COPY OF THE ORIGINAL  
POSTNET WATERKLOOF RIDGE, SHOP 3  
WATERKLOOF RIDGE LIFESTYLE CENTRE  
C/o CLIFF MUSKEJAAT STREET  
WATERKLOOF RIDGE 0181



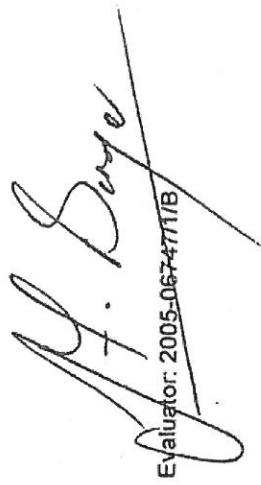
**QUALIFICATION HOLDER: THEMBA THOMAS CYRIL DLAMINI  
(CERTIFICATE 1: THEMBA DLAMINI)**

**RECOMMENDED RECOGNITION** based on structural comparison, excluding analysis of syllabi or assessment of learning outcomes:

Qualification(s) described above	Closest comparable South African qualification / qualification type	NQF Level
(1)	Bachelor of Arts	6
(2)	Master of Arts: Development Studies	8

Provisos / comments: With regard to professional practice and / or admission to further study, this evaluation should be supplemented with a purpose specific assessment accounting for content and learning outcomes.

The issue of this Certificate of Evaluation does not necessarily confirm the authenticity of qualification documents. Although steps are taken to verify authenticity when documents are obviously suspect, recipients of this certificate are advised to insist on original qualification documents and/or have the authenticity of these verified by awarding bodies. Contact details can normally be provided by the SAQA.

  
Evaluator: 2005-0674771/B

  
Head: Evaluation of Educational Qualifications

2006-03-17

MARTHINUS GOEFRIED PELSER  
COMMISSIONER OF THE SASSI/2 PRETORIA  
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WATERKLOOF RIDGE 0181

# Sanctus Collegii Guilielmiensis Academicus

In Republica Massachusettsensi.

Omnibus ad quos hae litterae pervenerint Saluten.

NOS PRAESES, et CURATORES COLLEGI GUILLIEMENSIS PRAECEPTORIBUS

Academicis nominantibus, et probantibus,

Thema Thomae Cyril Blumini

ad gradum *Magistri in Artibus* Peronimicne Augendae *admissimus, eique dedimus, et concessimus omnia iura, honores, dignitates, quae apud nos ad hunc gradum pertinent.*

*In cuius rei testimonium Nos Praeses et Ordinis Curatorum Scriba auctoritate nobis commissa, die mensis Junii Quarto anno MDCCCXCIV litteris haec sigillo huius Collegii munitis, nomina subscripsimus.*



*Dudley Scriba.*

*ACL*

*M*

MARTINUS GODFRIED PELSER  
COMMISSIONER OF OATHS 541/2 PRETORIA  
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101 CLIFF MUSKEJAAT STREET  
WATERKLOOF RIDGE 0181

*M*



# THE TRUSTEES OF HOWARD UNIVERSITY IN THE DISTRICT OF COLUMBIA

TO ALL PERSONS TO WHOM THESE PRESENTS MAY COME GREETINGS

BE IT KNOWN THAT

**THEMBA DLAMINI**

HAVING FULFILLED THE REQUIREMENTS

AND HAVING BEEN RECOMMENDED BY THE FACULTY

FOR THE DEGREE OF

**BACHELOR OF ARTS**

**CUM LAUDE**

HAS BEEN ADMITTED TO THAT DEGREE

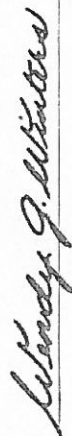
WITH ALL THE RIGHTS PRIVILEGES AND HONORS PERTAINING THERETO

IN WITNESS WHEREOF THE UNDERSIGNED HAVE SUBSCRIBED THEIR NAMES

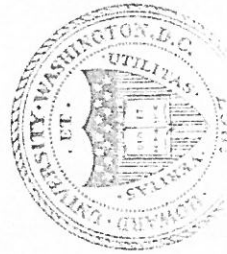
AND AFFIXED THE SEAL OF THE UNIVERSITY

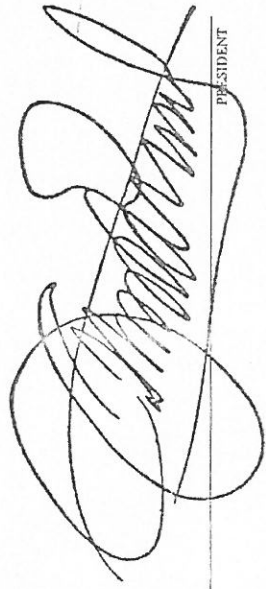
THIS TWENTY-FIFTH DAY OF JULY, A.D. 1987.

  
MARTINUS GODFRED PELSER  
COMMISSIONER OF COLLEGE, 541/812 PRETORIA  
CERTIFIED TRUE COPY OF THE ORIGINAL  
POSTNET WATERKLOOF RIDGE, SHOP 3  
WATERKLOOF RIDGE LIFESTYLE CENTRE  
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WATERKLOOF RIDGE 0181

  
DEAN

  
SECRETARY



  
PRESIDENT





WILLIAMS COLLEGE  
WILLIAMSTOWN, MASSACHUSETTS 01267

Translation of the Master of Arts in Development Economics diploma:

The Academic Senate of Williams College  
in the Commonwealth of Massachusetts,  
to everyone to whom this certificate arrives, greetings.

We, the President and Trustees of Williams College, with the nomination and  
approval of the academic faculty, have admitted

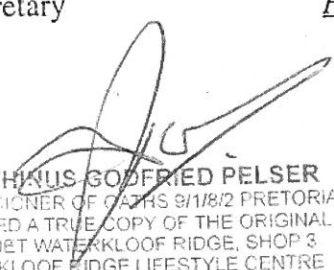
*Themba Thomas Cyril Dlamini*

to the degree of Master of Arts in Development Economics and we have  
given and granted to this person all the rights, honors, and privileges which,  
in our opinion, pertain to the degree.

In testimony to this action, We, The President and Secretary of the Board  
of Trustees, by virtue of the authority entrusted to us, on the 4th day of June in  
the year 1995 have signed our names below and affixed the seal of the  
College.

David G. Healy Secretary

Harry C. Payne President



MARTHINUS GODFRIED PELSER  
COMMISSIONER OF OATHS 9/1/82 PRETORIA  
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WATERKLOOF RIDGE 0181

WILLIAMS COLLEGE  
WILLIAMSTOWN, MASSACHUSETTS 01267

*This is to certify that*


*Themba Thomas Cyril Dlamini*

*was graduated from Williams College*

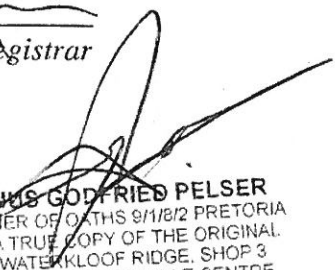
*with the degree of*

*Master of Arts in Development Economics*

*on June 4, 1995*

  
Charles R. Toomajian, Registrar

April 29, 1996

  
MARTHINUS GODFRIED PELSERS  
COMMISSIONER OF OATHS 9/11/2 PRETORIA  
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WATERKLOOF RIDGE 0181



**Senior Certificate (Std 10)**  
**Senior Sertifikaat (St. 10)**

(National Senior Certificate Examination)  
 (Nasionale Senior Sertifikaateksamen)

Aggregate symbol (.....D.....) Simbool vir groototaal

**AWARDED TO/TOEGEKEN AAN:**

DLAMINI THEMBA THOMAS

Identity No./Identiteitsnr.

Exam. No./Eksamen

Subjects passed/Vakke geslaag

Symbol/Simbool

NORTH SOTHO H.G./NOORD SOTHO H.G.	D
AFRIKAANS SECOND LANGUAGE H.G./AFRIKAANS TWEEDE TAAL H.G.	E
ENGLISH SECOND LANGUAGE H.G./ENGLS TWEEDE TAAL H.G.	E
MATHEMATICS H.G./WISKUNDE H.G.	C
ECONOMICS H.G./EKONOMIE H.G.	D
ACCOUNTANCY H.G./REKENINGKUNDE H.G.	D
* * *	*

A: 80% and over/en bo; B: 70%-79%; C: 60%-69%; D: 50%-59%; E: 45%-49%;  
 EE: 40%-44%; F: 33%-39%; G: 25%-33%; H: 20%-24%; HS: 0%-19%.

*[Signature]*  
 Examinations Officer  
 Eksamenbeampte

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

This candidate has been exempted from the Matriculation Examination of the incorporated universities in the Republic of  
 Hierdie kandidaat is vrygestel van die Matrikulasië-eksamen van die ingelyfde universiteite in die Republiek van Suid-Afrika

South Africa with effect from 1/1/82  
 met ingang van

5 CONVERTED TO STANDARD GRADE  
 OMGESKAKEL NA STANDAARD GRAAD

*[Signature]*  
 Secretary, Joint Matriculation Board  
 Sekretaris, Gemeenskaplike Matrikulasieraad

Issued without alteration or erasure/Uitgereik sonder verandering of uitwissing



