

c/o 84 Shaanti Crescent,
Gatesville, Cape Town,
South Africa, 7764

1 February 2025

The Executive Manager,
Human Resources,
Recruitment and Selection Division

Dear Sir/Madam,

SUBJECT: Application for Advertised Position

This application is proffered for the advertised position and is premised on conceptualized strategic outputs, operations excellence including financial impact and sustainability of operations, optimizing revenue generation, operations excellence and cost control initiatives, aligning performance to meet stringent goals, which cements the foundation for continuous business development borne from a wealth of expertise, acquired over extensive period.

I am passionate about education, excellence, youth upliftment which is focused on educational empowerment and skills development through progressive succession planning demonstrated and evidenced within context of planned high performance operations and operations excellence. My analytic strategic capabilities with strong communication and listening abilities render a 'team player', driven by determination while aspiring to new challenges. This, in addition to being a dynamic thinker, with problem solving abilities and confidence to surpass arising challenges. Apart from being: skilled and meticulous, I am dedicated and goal-driven. I am and have been a leader who possess people management skills, ability to work under pressure, strong communication (presentation and report writing), above average computer literacy (MS Office suite) and other applications, ability to analyse financial reports, sound organising and planning skills, not to mention having the ability to prepare research papers and develop accounting policies/processes together with knowledge of policies and legislative mandates. Effective efficiencies encompasses the empowerment and driving of change; thus, creating diversity and I hold in high regard service standards and client focus and am passionate about creating a legacy based on sound business practice. I am extremely passionate about empowering people through education to assist in process of redressing societal imbalances. I take enormous pride in executing my work while maintaining highest levels of integrity given that my career commenced from the bottom and working my way up the corporate ranks. My vision encompasses specialising and utilizing theoretical knowledge in conjunction with expertise to aid organisational growth and development, with strong focus on promoting sound governance practices with outcomes geared to exceeding targeted outcomes. This enables competitive advantage in terms of skill, ability, initiative and experience.

I am in possession of postgraduate degree and classified within the designated equity model. As part of the many positions held, functionality encompassed critical role in developing and delivering the organization's financial strategy and objectives as contained in the overarching strategic plan and delivering on annual performance plan outputs. All functionality's held included the delivery of transformative initiatives and contained in the performance agreement held, while managing change across the organisation. All positions held required responsible fiscal discipline application and executed bearing in mind strategic priorities. Experience is cross functional and includes both private and public sector positions. This enables me to offer a corporate background with understanding and as an experienced candidate for this position operating in executive positions who is able to effectively produce and report to executives, board members, audit and various statutory bodies. Information and work produced and demonstrated gave input into strategic business decision making. I was instrumental in giving effect to and in growing (through implementation of effective systems and processes) a division which would grow to become a leading division and functional unit for provincial government based on sound policies and procedures in place. My skill set include strategic procurement and had worked from a junior position into that of executive within the organisation which served multinational businesses and organisations. I am extremely energetic, dynamic and possess a passion for organisational delivery, development and sound business processes with the aptitude for positioning large business in today's volatile market and ability to adapt quickly to changing circumstances. To comprehend the processes within any organisation, individuals need to understand various facets of operations. It is my determination to obtain greater exposure within the spheres of business growth, development and comparable international governance and utilise expertise and theoretical knowledge toward constructive value added outputs in organisational advancement. My profile is that of highly competent, meticulous and independent thinker with self-motivation, fostering innovative measures to increase performance while paying significant attention to detail. This includes ensuring operations run effectively with efficiencies in place and focused on operations and high performance standards. My expertise affords wide ranging and varying skill set, premised on a foundation of strategic priorities geared toward growth and development while harnessing operations excellence. The scope is diverse and can readily be adapted to evolve with changing organizational dynamics focused on operational improvements. Change management, diversity, challenge, results, resilience, integrity, team work and performance are few attributes which encompasses a progressive course of responsibilities described and delivered on.

I am an avid supporter of self-development and academic excellence coupled with experiential expertise which is evident in a career span collating 25 years expertise predominantly within the financial and business management operations sphere with gradual position progression. Progressive advancement included executive roles including Senior Operations Management, General Management, Supply Chain Management, Asset Management, Financial Management, Information Technology, Human Resource Capability, Administration Management, Management Accounting and Logistics Management. The skill set includes expertise acquired where extensive deliverables, key performance focal areas and strategic priorities were cemented. This diverse and comprehensive skill set enables high performance targets with focus on attaining strategic priorities focused on organisational vision and mission attainment within the new paradigm of business and corporate operations. This comprehensive resume submitted serves to provide credence of advanced qualifications and extensive skill which will prove beneficial for this organization with focus on garnering executive performance initiatives. Strategic goals for advancement have been developed enabling conformance to multi-cultural organizational structures with significant responsibility attached. My expertise is extensive and am confident I will surpass expectations. I herewith submit a copy of my resume for your perusal and hope my application is viewed favourably.

Yours Sincerely,
Ms N. B Parker Cassiem

Resume: Nazima B Parker Cassiem

PRESENT DETAILS:

CONTACT NUMBER (S): 083 559 7142
E-MAIL: Naz.crx@hotmail.com
POSTAL ADDRESS: c/o 84 Shaanti Crescent, Gatesville, Cape Town, South Africa, 7764

PERSONAL INFORMATION:

SURNAME: PARKER CASSIEM
FIRST NAME (S): NAZIMA BEGUM
IDENTITY NUMBER: 730814 0180 08 4
NATIONALITY: South African
GENDER: Female
DATE OF BIRTH: 14th August 1973
RACE: Indian
LANGUAGE(S): English & Afrikaans (Speak, Read & Write)
CRIMINAL OFFENSES: None

HIGHER EDUCATION (from most current...)

- INSTITUTION ATTENDED:** Stellenbosch University [January 2013 to September 2014]
QUALIFICATION COMPLETED: MMC Project 33: Municipal Minimum Competence Programme
SUBJECTS:
Contribute to the strategic planning and planning process in a SA municipality (P33.1 US 116358),
Approaches to municipal income and expenditure in a multiyear framework (P33.2 US 116342),
Principles of budgeting within a municipality (P33.3 US 116345),
Planning a municipal budgeting and reporting cycle (P33.4 US 116364),
Prepare and analyse municipal financial reports (P33.5 US 116363),
Conduct performance management in SA municipality (P33.6_US 116341),
Manage a municipality's assets and liabilities (P33.7_US 116362),
Techniques and South African statutes to cash and investment management in a municipal environment (P33.8_US 116346),
Apply risk management in South African Municipalities (P33.9_US 116339),
Conduct Audit Planning and Implementation in a South African Municipality (P33.10 US 116351),
Apply selected GRAP to periodic accounting reporting principles (P33.11 US 119348),
Apply accounting principles and procedures in the preparation of reports and decision-making (P33.12 US 119350),
Conduct stakeholder consultation around municipal finance programmes (P33.13 US 116348),
Interpret SA legislation and policy affecting municipal financial management (P33.14 US 116361),
Apply the principles of ethics in a municipal environment (P33.15 US 116343),
Legislative regulatory framework governing the public sector management and administration environment (P33.16 US 119334),
Apply the IGRF Act to municipal financial Management (P33.17 US 116344),
Design and implementation of municipal supply chain management (P33.18 US 116353),
Working capital management activities in accordance with sound financial management policy (P33.19 US 119331),
Operations research principles and tools in the management of project activities and resources (P33.20 US 119343),
Apply Costing Principles to Municipal Operational and Service-based Costing (P33.21 US 116340),
Contribute to capital planning and financing (P33.22 US 116347),
Apply cost management information systems in the preparation of management reports (P33.23 US 119341),
Apply principles of computerised systems to manage data and reports relevant to the public sector administration (P33.24 US 119351),
Apply principles of information systems to public finance and administration (P33.24 US 119352)
- INSTITUTION ATTENDED:** Cape Peninsula University of Technology [August 2010 – October 2010] (Part-time)
QUALIFICATION COMPLETED: Short Course: Financial Concepts (passed with distinction)
STUDENT NUMBER: 192 039 148
SUBJECTS: The Financial Accounting Process (Bookkeeping Processes, Books of Account, Financial Statements),
Managerial Accounting (Manufacturing Accounting, Cost Volume Profit Analysis, Budgeting and Standard Costs, Capital Budgeting, Analysis of Financial Statements), Working Capital Management, Taxation, Forms of Business (Sole Proprietorship, Partnership, Close Corporation, Company).
- INSTITUTION ATTENDED:** Cape Peninsula University of Technology [2006 – Sept 2009] (Part-time)
QUALIFICATION COMPLETED: Magister Technologiae: Business Administration (Master's Degree)
STUDENT NUMBER: 192 039 148
MAJOR SUBJECTS: Financial Management & Business Management
STUDY COMPLETED: Research Dissertation and Paper (Thesis)
SUBJECTS COMPLETED: Entrepreneurship V, Organisational Dynamics V, Strategic Management V, Project Management V & Research Methodology
- INSTITUTION ATTENDED:** Cape Peninsula University of Technology, Bellville [2004 & 2005(Part-time)]

QUALIFICATION COMPLETED: Baccalaureus Technologiae: Business Administration (Bachelor's Degree)

STUDENT NUMBER: 192 039 148

MAJOR SUBJECTS: Financial Management & Business Management

AWARDS: Received 'Top performer award 2005'

SUBJECTS COMPLETED: Marketing Management III, Management Information Systems II, Management Practice IV, Management Economics III, Human Resource Management II, Production & Purchasing Management II, Financial Management IV, Financial Accounting Aspects IV, Management Accounting Aspects (Costing) IV, Industrial Relations & Labour Law II.

5. **INSTITUTION ATTENDED:** Technikon RSA, Bellville (Correspondence) (1999)

QUALIFICATION COMPLETED: Non-Degree Purposes: Cost and Management Accounting (KBR101Z)

STUDENT NUMBER: 35019684

SUBJECTS COMPLETED: Cost & Management Accounting (KBR101Z)

6. **INSITUTION ATTENDED:** Peninsula Technikon, Bellville [(1992-1994) (Full time)]

QUALIFICATION COMPLETED: National Diploma in Business Management (BUSNDM)

STUDENT NUMBER: 9201282

MAJOR SUBJECTS: * Financial Management; * Management Principles & Practices

SUBJECTS COMPLETED: Management Principles & Practices I, II & III, Financial Accounting I, Financial Management II, Financial Management III, Economics I, Mercantile Law I, Statistical Methods & Financial Calculations, Marketing I, Personnel Management I, Principles of Information Systems (EDP) I & Production Management I.

PROFESSIONAL AFFILIATION

1. **Audit Committee Member**, Department of Rural Development and Agrarian Reform (DRDAR), appointed 1 August 2022 (3 year term)
2. **Institute of Directors (IOD) (M.Inst.D) (Member Ref: 046912)**
3. **South African Association of Public Administration and Management (SAAAPAM) (Membership Ref. 00/0815/WC)**
4. **Association of Southern African Schools and Departments of Public Administration and Management (ASSADPAM) (Membership Ref: N PARKER MS)**

EDUCATIONAL QUALIFICATIONS (Academic History)

LAST SCHOOL ATTENDED: Rylands Senior Secondary School [Matric, with Full Exemption (1991)]

SUBJECTS PASSED: English (1st Lang.), Afrikaans (2nd Lang.), Mathematics, Accounting, Biology, Business Economics

PRIZES & AWARDS: Book Voucher for best result obtained for Business Economics (Distinction – Grade 11)

EXTRA-MURAL ACTIVITIES: Reading, Playing Netball, Athletics, Long Jump, Watching Television & Movies.

LEADERSHIP ROLES: * Orientation Facilitator, * Tutorial Assistant, * Student Assistant - Economics.

SKILLS: Above average ability to operate a PC and Management skills

GOALS & AMBITION: My goal is to attain an executive management position and specialise.

PERSONAL ATTRIBUTES: Hardworking, Self-motivated, Good Communication Skills, Problem solving Abilities, Results-driven, Analytical and Decision-making Abilities, Good Negotiator, Team Player, Discipline, Goal-driven, Friendly and Assertive when it comes to outcomes and performance

COURSES SUCCESSFULLY COMPLETED/FUNCTIONALITY:

1. Walker: Introduction, Operating and Project and Inventory On-line Enquiries, Operating Reports (Financial Package)
2. Artemis Software - Project View (Project Scheduling)
3. ProjEstim (Financial Package)
4. FMS (Accounting Package)
5. Tradeworld (Western Cape Supplier Database) (Procurement System)
6. Logis (Asset and Inventory Software Package)
7. Pastel and Pastel Advanced (Accounting Package)
8. Essentials of Budget Management in compliance with PFMA – National Treasury
9. Standard Chart of Accounts (SCOA) & New Economic Reporting Format (NERF) – National Treasury, Ernst & Young & Institute for Public Finance & Auditing (IPFA)
10. Annual Financial Statements and GRAP 1,2,3 in compliance with PFMA – National Treasury
11. Asset Management Intermediate and Advanced in compliance with PFMA – National Treasury
12. Supply Chain Management presented by South African Management Development Institute (SAMDI) in conjunction with National Treasury Regulatory Norms and Standards
13. Excel Advanced Course
14. Asset Management Workshop presented by National Treasury
15. Performance Budgeting and Costing Course - Performance Budgeting and Financial Management Programme (PBFM1) – Presented by AfreC (Applied Fiscal Research Centre (Pty) Ltd.) Affiliated to the University of Cape Town
16. Contract Management Presented by Cape Peninsula University of Technology
17. Bid Committees presented by South African Management Development Institute (SAMDI) in conjunction with National Treasury Regulatory Norms and Standards
18. SAP R/3 : Project Systems (City of Cape Town)
19. SAP R/3 : Project Execution, Period End Closing, Closing and Analysis (City of Cape Town)
20. SAP R/3 : Project Management Module (City of Cape Town)
21. SAP R/3 : Project Scheduling (City of Cape Town)
22. SAP R/3 : Project Cost Planning Monthly Updates (City of Cape Town)
23. SAP R/3 : Cost Centre Owner Overview (City of Cape Town)

24. SAP/ERP: Business Intelligence/Warehousing (BI/BW)
25. Composite Role for Cost Centre/Profit Centre Plan Rep Reqr (City of Cape Town)
26. Composite Role for Project Analyser (City of Cape Town)
27. HR - TM - Time & Attendance - EE_Comp (City of Cape Town)
28. HR - TM - Time Administrator_Comp (City of Cape Town)
29. Requisition Approver (City of Cape Town)
30. Composite Role for Sundry Invoice Releaser (City of Cape Town)
31. BW REPORTING - MANAGEMENT (LEVEL 4+) (City of Cape Town)
32. BW REPORTING - BUSINESS (LEVEL 4+) (City of Cape Town)
33. BW Reporting Role_Comp (City of Cape Town)
34. HR - ESS - Validation_Comp (City of Cape Town)
35. HR - MSS Role_Comp (City of Cape Town)
36. BW Reporting - Progress Analysis_Comp (City of Cape Town)
37. SAP BI SUPER USER (City of Cape Town)
38. HR MSS Dashboard_Comp (City of Cape Town)
39. Managing Fraud in the Workplace (City of Cape Town)
40. Fraud Workshop - KPMG (City of Cape Town)
41. Strategic Thinking and Management in the Public Sector (City of Cape town)
42. Minimum Municipal Competency Programme (MMC Programme) (University of Stellenbosch) (City of Cape Town)
43. Oracle (Department of Agriculture, Forestry and Fisheries)

COMPUTER PACKAGES I AM FAMILIAR WITH, INCLUDE:

1. Ibis and Proteus Accounting Packages (Financial Package)
2. Windows 95, 98 & 2000 (including all latest upgrades) (fully conversant)
 - MS-Office (Microsoft Word, Microsoft Excel, Microsoft Access & Microsoft PowerPoint)
 - Microsoft FrontPage (Web Design, Visio, Micrographix Designer, Wintrout & Exped Lib.)
3. Walker (Financial Package)
4. SAP Logon (Financial Package)
5. Business Objects Software Program (Financial Package)
6. BTM Software Package (Financial Package)
7. Maximo (Financial Package)
8. Project Estim Software Package (Budgeting & Estimating Software Package)
9. Tracker (Project Tracking Tool)
10. Artemis Software - Project View (Planning Tool)
11. TACS, Netgraph and Netplan (Planning Tool)
12. FMS (Financial Package)
13. BAS (Basic Accounting System) (Financial Package)
14. Logis (Modules 1, 2, 3 and 4) (Asset and Inventory Software Package)
15. Tradeworld (Western Cape Supplier Database)
16. Pastel Accounting (Accounting Package) (Dept. Cultural Affairs)
17. Pastel Payroll (Accounting Package)
18. Pastel Advanced(Accounting Package)
19. Excel 2003 Advanced Course
20. SAP R/3 and Business Intelligence/Warehousing (BI/BW)
21. Oracle

EMPLOYMENT HISTORY (From most recent...) [PERMANENT EMPLOYMENT POSITIONS]

1. **NAME OF FIRM:** City of Cape Town, South Africa

JOB DESCRIPTION: Head of Finance (01 March 2021 – Present)

Job function, purpose and attributes:

1. Coordinating and monitoring the implementation and application of the relevant requirements contained in Council's financial accounting, budget and SCM policies and procedures.
2. Co-coordinating and monitoring the preparation and compilation of the Department's Capital and Operating Budgets by securing compliance with the IDP and adherence to Councils and Corporate Finance strategies, guidelines, procedures and timelines
3. Co-ordinating and monitoring compliance with relevant and current financial Statutory requirements and the application of Audit Regulations
4. In order to ensure that financial, accounting and costing procedures, guidelines and statutory requirements are adopted, applied and complied with in all transactions, activities and sequences associated with the department.
5. Co-ordinates the financial dimension associated with the processing of Branch/ Department related reports, correspondence, queries and complaints
6. Monitoring the processing and consolidation of financial information and extracting specific reports to facilitate analysis and follow-up on outstanding matters with the Branches.
7. Collating financial information and/or conducting investigations to establish facts for inclusion into responses to internal/ external communications (e-mails letters). Scrutinizing and amending/correcting financial details. where necessary in all line management reports to Council its committees and the City Manager
8. Coordinating on behalf of the Director any financial matter that involves more than one Branch of the Department

9. Participating in Management discussions and presenting the financial constraints and/ or effectiveness of the Branch to provide core service delivery functions with information necessary to institute corrective measures
10. Submitting financial progress reports on the various Department's Operating and Capital Budgets in terms of the requirements of Council and the Chief Financial Officer
11. In order to ensure that the Financial Support Services Division supports the Departmental service delivery objectives by the provision of an efficient and effective financial support service to the Director and Support Service Branch.
12. Controls workflow processes and output levels of Financial Support personnel providing guidance to the Financial Support Division personnel on financial and accounting systems application and information recording/ updating procedures
13. Resolving conflicts and addressing deviations in performance levels from agreed standards through the application of specific human resources procedures regulating working conditions, job design and responsibility levels.
14. Assessing training and developmental needs and forwarding motivations to support personnel needs and requirements to the line manager for consolidation into management reports and approval
15. In order to ensure that the personnel are capable of interpreting requirements and applying financial and accounting procedures and guidelines to accomplish laid down objectives and deadlines.
16. Performs specific activities associated with providing financial support to line functions, by attending meetings and/or discussions and articulating actionable items to departmental personnel outlining agreed steps and actions.
17. Interacting with administration/financial officials located in the Branches with a view to consolidating, referring and responding to specific problems or clarifying procedural interpretation and understanding.
18. Co-ordinating and controlling the Asset Management
19. requirements and completion of the Asset Movement Control Form relating to the acquisition *and* movement of assets in and between the various Branches.
20. Coordinating and managing the: annual stocktake of assets in the Department
21. Coordinating and managing the insurance management function within operational coordination
22. In order to ensure effective financial support to enable accomplishment of the Department's service delivery objectives, benchmarks and standards and meeting targeted service delivery budget implementation programme targets

All this is done in compliance with Local Government and Best Practice Principles, the MFMA, underwritten with National Treasury Regulatory norms and standards, together with Generally Accepted Municipal Accounting Practice (GAMAP).

REASON FOR WANTING TO MOVE:

In order to comprehend the operations of any organization, individuals need to understand the various facets of operations within which the organization operates. The public sector comprises of three spheres, namely: National Government, Provincial Government and Local Government. I am interested in facilitating and aiding systems and activities which could better aligned and integrate the different structures to harness economic opportunities across the country and for South Africa and or being more competitive globally.

2. NAME OF FIRM:	Self Employed, Cape Town
SECTION (S):	CONSULTANT: Efficiency and Effectiveness throughout Business Operations
AREAS COVERED:	Operations/Strategy/Performance/Financial Management/Supply Chain/Asset Management/Planning/Accounting/Administration
JOB DESCRIPTION (S):	Chief Operations: Operational Assessment/Accountant/Manager/Project Administrator/Debtors/Creditors/Bookkeeping (1 August 2019 to 28 February 2021)

Job function, purpose and attributes:

1. Oversight of all operational activities to ensure seamless operations
2. Validation of costs brought to book
3. Verification of Revenue and Expenditure generated on projects
4. Cash Flows, Trial balance,
5. Budgeting and estimate calculations
6. Transcribe variances, discrepancies
7. Property, accommodation and facilities management
8. Monitoring financial aspects (operating budget vs. operating expenditure)
9. Co-ordination of financial impact, tax implication and correctness of the asset register
10. Audit skills (project capitalisation)
11. Banking, debtors, creditors, reconciliation statements
12. Assessment of Revenue and revenue streams
13. Review debtors and provide measures to increase revenue payments inclusive of debt collection
14. Analysis and review of debtor processes and implementation of policies and strategies for debt management
15. Provisioning life cycle management and optimising product quantity controls and just in time purchasing
16. Assess Supply Chain Processes including evaluating effective lead times and ensuring sufficient stock levels and just in time measures
17. Validate Income Streams/Statements
18. Plans, directs, and oversees a company's operational policies, rules, initiatives, and goals
19. Drafting of Policies, Procedure, Standard Operating Procedures and not limited to these (Departmental Financial Instructions and Financial Delegations or Accounting Officer Systems and Delegations aligned to the Respective Regulatory bodies)
20. Compile, Review, Assess Policies and Procedures and align to vision and mission
21. Revisit existing policies, re-alignment and update of policies
22. Helps organisation execute long-term and short-term plans and directives by implementing judgement
23. Validating the Balance Sheet Input
24. Effective financial administration including revising process to ensure optimal performance

25. Design and implement business strategies, plans and procedures where required
26. Document Repository
27. Supply Chain Full Procurement and Provisioning Cycle, Demand Management, Asset Management, Logistics Management, Disposal Management
28. Define processes required for the delivery of set targets
29. Operational control and oversight
30. Analyse internal operations and identify areas of process enhancement
31. Develop actionable business strategies and plans that ensure alignment with short-term and long-term objectives developed in tandem with the CEO
32. Collaborate with the CEO in setting and driving organizational vision, operational strategy, and hiring needs
33. Set comprehensive goals for performance and growth
34. Project and budget management
35. Evaluate performance by analysing and interpreting data and metrics
36. Operations management, including driving efficiency with management and individual performance management
37. Timely and accurate reporting
38. Investigations where required which includes and is not limited to accounting, supply chain, procurement, financial management, budget, expenditure, risk, administrative or asset verification, operations and any other as required
39. Arranging bridging financing through sovereign agreements
40. All financial and operational aspects relating to the business
41. Any ad-hoc process as required in facilitating sound operational processes

The service offered affords opportunity for oversight and reporting on critical business issues relating to operations and progressive steps for improvement with focus on optimisation of efficiencies and effectiveness of operations.

3. NAME OF FIRM:	Department of Agriculture, Forestry and Fisheries
JOB DESCRIPTION:	Director: Financial Management (1 July 2016 – 22 February 2017) Acting Chief Financial Officer / Acting Chief Director: Financial Management (23 February 2017 – 31 March 2019 extended to 31 July 2019)

Job function, purpose and attributes:

1. Provide leadership, direction, advice and support;
2. Ensure the development of financial management strategic objectives;
3. Assist the Chief Financial Officer/DDG in discharging his/her responsibilities;
4. Advise senior management on financial matters and financial consequences of draft policies including strategic planning issues;
5. Ensure the provision of timely and accurate financial and operational information necessary for strategic decision making;
6. Liaise with relevant role players in the financial environment regarding transversal financial matters;
7. Oversee the provision of effective and sound financial management in the Department;
8. Oversee the compilation of accurate and timely financial reports;
9. Ensure the provision of an effective, financial administration including cash flow and expenditure management;
10. Ensure the effective internal control process and procedures are in place in order to circumvent unauthorized, fruitless and wasteful expenditure;
11. Ensure efficient budget management in the Department and oversee the budgeting process;
12. Implementation of Policies, Procedure, Standard Operating Procedures and not limited to these (Departmental Financial Instructions and Financial Delegations or Accounting Officer Systems and Delegations aligned to the Respective Regulatory bodies)
13. Facilitate the effective scoping, implementation and maintenance of financial management systems within the Department;
14. Ensure and oversee effective governance and compliance pertaining to Financial Management;
15. Provide leadership and direction with regards to the identification of policy gaps and determination of policy goals;
16. Oversee the development and effective implementation of financial management policies, processes, procedures, standards, systems and practices;
17. Ensure good governance in line with treasury guidelines and regulations and the PFMA;
18. Monitor compliance with all relevant legislation, regulations, policies and procedures;
19. Ensure compliance with all audit requirements;
20. Ensure the development and implementation of risk management frameworks, standards and practices;
21. Ensure effective management of the Public Entity;
22. Ensure appropriate accounting of money received and expenditure incurred by the entity;
23. Ensure effective reporting on the entity revenue performance;
24. Oversee the preparation of financial reports;
25. Ensure the entity complies with all good governance processes, procedures and guidelines;
26. Ensure the entity complies with PFMA, Treasury Regulations, Division of Revenue Act, and other applicable legislations, prescripts and guidelines;
27. Oversee the management of the resources of the Directorate and/or Chief Directorate;
28. Interpret the Branch's business strategy, with special reference to how projects should be resourced and delivered;
29. Lead the Directorate and/or Chief Directorate in relation to the implementation of policy priorities;
30. Ensure that priority targets are realized by respective Directorates and monitor, evaluate and report on progress;
31. Manage the efficiency and effectiveness of the Chief Directorate to ensure the achievement of set targets of the Directorates while reporting on value for money in this regard;
32. Develop systems and procedures to enable delivery of services by Directorates;
33. Property, accommodation and facilities management

34. Define processes required for the delivery of set targets;
35. Take responsibility for the delivery of strategic outcomes as outlined in the estimates of national expenditure;
36. Ensure implementation of service level agreements with provincial departments of agriculture and relevant state owned entities;
37. Take responsibility for the coordination and communication in relation to the functions of the chief directorate;
38. Create and enabling environment, including ensuring soliciting resources as needed in support of the directorates for achievement of their targets;
39. Take responsibility for the development of annual business plans;
40. Ensure the management and development of human resources;

All this is done in compliance with Best Practice Principles, the PFMA, underwritten with National Treasury Regulatory norms and standards, together with Generally Accepted Accounting Practice (GAAP).

REASON FOR WANTING TO MOVE:

Consultancy pursued and to be discussed during interview.

4. NAME OF FIRM:	City of Cape Town, South Africa
JOB DESCRIPTION:	Head Accounting and Financial Administration (08 October 2008 – 30 June 2016)
Job function, purpose and attributes:	
	<ol style="list-style-type: none"> 1. Managing the key performance areas and result indicators associated with the provision of the accounting services through effective business orientated financial management; 2. Ensure that all financial transactions are performed in such a manner as to ensure adherence to relevant legislation and accounting best practice in processes and procedures; 3. Ensure the monitoring of operating expenditure and revenue trends and forecasts received from internal branches and ensuring the preparation of estimates with due consideration to internal and external funding requirements and limitations; 4. Preparation and presentation of reports detailing the status of expenditure and availability of funds for current and short term interventions to the Executive to assist with strategic planning; 5. Ensure that contents of council's financial delegations of powers are implemented and monitored throughout the service; 6. Advise on delegations and reporting structures; 7. Extensive knowledge of financial management system and its structures; 8. Directing the implementation of financial and accounting processes and procedures; 9. Implementation of Policies, Procedure, Standard Operating Procedures and not limited to these (Departmental Financial Instructions and Financial Delegations or Accounting Officer Systems and Delegations aligned to the Respective Regulatory bodies) 10. Monitoring adherence to relevant legislation and accounting best practices to give effect to efficient service delivery standards. 11. Development of operational plans 12. Co-ordinate financial functions across the service through monitoring of service level agreements; 13. Provide guidance to the branches on financial best practice, legal compliance and adherence to council's financial delegations, policies and procedures; 14. Monitoring and reporting on spend trends with emphasis on maintaining a positive balance between planned vs actuals (budget vs spend) (Total Budget of R4.4 billion); 15. Direct cost centre management for the department; 16. Manage the process of monitoring of revenue and operating expenditure against forecasting; 17. Implement reporting systems for operating expenditure and revenue analysis; 18. Monitor and implement operational interventions where deviants' identified; 19. Manage the OPEX (Operational Expenditure) trend analysis; 20. Manage the process of budget re-allocation through virements; 21. Manage activities to be reflective of effective and legally compliant financial management; 22. Property, accommodation and facilities management 23. Monitor reports from SAP on all financial transactions performed within the department in order to ensure that the expenditure is valid and correctly allocated to the correct cost centre and GL account; 24. Analyses and interpretation of expenditure and revenue reports for each cost and profit centre and cost elements within the department; 25. Ensure the preparation & passing of virements and/or journal entries for Management and Finance sections; 26. Recommend to the various branch managers and their financial staff on corrective measures; 27. Assist with the implementation of the various corrective measures by means of virements and/or journal entries; 28. Prepare reports for all monthly expenditures & revenue (e.g. staff costs) for management to ensure that budgets are not over-spent and/or corrective action is taken timeously; 29. Ensure oversight reports are prepared for operating expenditure to ensure that corrective action is taken timeously; 30. Ensure that all reposting of primary and secondary costs are captured and finalised before the closing of the financial books for the respective financial year; 31. Ensure that the plant maintenance confirmation of labour to capital and other cost objects are finalised and captured and confirmed/released/reversed/approved before the close of the books for the financial year; 32. Ensure that all settlement of cost objects are completed in the correct financial year prior to the close of the books; 33. Ensure that all other financial transactions (contingent liabilities; unauthorised, irregular; fruitless and wasteful expenditure; etc.) are correctly dealt with prior to the close of the books for the financial year; 34. Coordinate and guide specific deadlines and financial reporting sequences associated with audit and legal compliance exercises, checking and verifying information/ records submitted satisfies the scope of requirements; 35. Ensure the interpretation and analysis of audit findings and investigational reports with a view to determining levels of interventions required to curb non-conformance and to ensure compliance with laid down procedures;

36. Monitor and report on compliance to council's financial delegations;
 37. Conducting financial investigations to ensure compliance;
 38. Investigate and respond to audit enquiries;
 39. Perform regular investigations on financial transactions in order to ascertain whether these are legally compliant and to take corrective measures where appropriate;
 40. Advise executives with the assessment of risk and the development of financial risk strategies;
 41. Provide assistance to corporate in respect of VAT issues;
 42. Ensure that financial staff and senior management within the department remain up-to-date with amendments within financial legislation and Council's financial policies, procedures, delegations and deadlines;
 43. Setting work standards for research, projects, programs, report writing;
 44. Monitoring and supervising work and advising on efficient methodology, and correcting errors;
 45. Assessing knowledge management requirements for purposes of improvement on operational efficiency and maintaining service delivery requirements;
 46. Effective and efficient operational management of the component;
 47. Manage financial transactions, best practice and legislative adherence;
 48. Active member of the Departmental Gender Forum;
- All this is done in compliance with Local Government and Best Practice Principles, the MFMA, underwritten with National Treasury Regulatory norms and standards, together with Generally Accepted Municipal Accounting Practice (GAMAP).

REASON FOR WANTING TO MOVE:

In order to comprehend the operations of any organisation, individuals need to understand the various facets of operations within the organisation. The public sector comprises of three spheres, namely: National Government, Provincial Government and Local Government. I was interested in finding out how systems and activities are aligned in the spheres of local government. Now I would like to obtain exposure within the final sphere of international governance and utilise my experience and theoretical knowledge in achieving constructive output and at the same time 'doing justice' to my studies within the international structures.

5. NAME OF FIRM:	Department of Economic Development and Tourism, Cape Town, South Africa
JOB DESCRIPTION:	Finance: Supply Chain Management: Deputy Director (1 March 2008 – 30 September 2008)
Job function, purpose and attributes:	
1.	Strong Financial background (specifically in Public Sector Finance)
2.	Extensive knowledge of financial norms and standards (Public Finance Managements Act), National Treasury regulations, Provincial Treasury Directives, etc.)
3.	Extensive knowledge of Medium-term Expenditure Framework budget process and procedure
4.	Extensive knowledge of procurement procedures and policies
5.	Extensive knowledge of Financial Management System and its structures
6.	Extensive knowledge of submissions to Accounting Officer, Ministers, Cabinet, Treasury, etc
7.	Development of operational plans
8.	Financial Systems
9.	Systems: BAS and Tradeworld
10.	Computer literacy

Duties entail the following:

11. Effective and efficient operational management of the Component
12. Responsible for developing sourcing strategies per commodity in line with regulatory framework and budget availability
13. Compilation and Drafting of Policies, Procedure, Standard Operating Procedures and not limited to these (Departmental Financial Instructions and Financial Delegations or Accounting Officer Systems and Delegations aligned to the Respective Regulatory bodies)
14. Development and evaluate procurement policies consistent with legislation and development objectives
15. Manage the SCM operations functions
16. Manage the acquisition management function
17. Manage the contract management function
18. Manage the demand management function
19. Manage the logistic function: transport management and Manage the logistic function
20. Property, accommodation and facilities management
21. Asset management
22. Reporting losses

All this is done in compliance with Corporate Governance Principles, the PFMA, underwritten with National Treasury Regulatory norms and standards, together with Generally Accepted Accounting Practice (GAAP).

REASON FOR WANTING TO MOVE:

In order to comprehend the operations of any organisation, individuals need to understand the various facets of operations within the organisation. The public sector comprises of three spheres, namely: National Government, Provincial Government and Local Government. I was interested in finding out how systems and activities are aligned in the spheres of local government since my career span predominantly took place in provincial government.

6. NAME OF FIRM:	Department of Cultural Affairs & Sport, Cape Town, South Africa
JOB DESCRIPTION:	Finance: Supply Chain Management: Assistant Director (01 April 2006 – 29 February 2008)
JOB DESCRIPTION:	Finance: CFO Support: Senior State Accountant [Public Entities] (02 January 2004 – March 2006)

Job function, purpose and attributes:

1. Ensure sound accounting practices and render effective and efficient supply chain management and internal control for the Department and Public Entities. This includes and is not limited to: Revenue and Expenditure Control; Policy drafting, Implementation and Monitoring Compliance of Policies and Delegations of Authority; and Assessing, monitoring and facilitating Asset Management;
2. Ensure Economical sourcing and equitable distribution in compliance to policies.
3. Ensuring compliance with the promotion of Black Economic Empowerment (BEE) policies whilst simultaneously ensuring economical utilisation of state funds and ensuring essential legislative information is obtained.
4. Orders processed; Committed procurement of goods and services on Pastel from the manual orders processed by the various components and process for payment.
5. Property, accommodation and facilities management
6. Presentation of detailed financial performance reports of the Department; Input for Annual Report Ensuring compliance with legislation; Prevent fraud; Prevent loses; Maintain asset registers; Ensure proper usage of resources;
7. Professional presentation of detail information; Ensure value for money is attained
8. Managing of staff; Strategic management and planning; Organisational, performance and Project Management;
9. Preparation of Submission Reports and Memoranda's for components where non-compliance and/or deviation occurs.
10. Logis System Controller

Other Functionality performed:

11. Assisting with Compilation and Editing of the Annual Financial Statements, Medium-Term Expenditure Framework (MTEF) and Adjustments Estimate Budgets;
12. Assisting in the Draft Policies, Procedure, Standard Operating Procedures and not limited to these (Departmental Financial Instructions and Financial Delegations or Accounting Officer Systems and Delegations aligned to the Respective Regulatory bodies)
13. Assisting with Compilation of Revenue and Expenditure Framework Reports; Management of Transfer Payments;
14. Personnel Audits, Update and verification of Cash Flow Statements; and Management of Transfers (Virements);
15. Management of funds allocated and utilised and that it be done in compliance with National Treasury Regulations;
16. Assisting with Compilation of the In Year Monitoring (IYM) and Reporting System to Provincial and National Treasury;
17. Provision of Financial Accounting Services and Financial Management Services;
18. Reporting on and Evaluation of Submissions to the Accounting Officer, Provincial Treasury, Ministers and Cabinet.
19. Supporting the Chief Financial Officer and Accounting Authority with issuance of Reports and Recommendations regarding identified policies in place within the facilities of the Western Cape.

All this is done in compliance with Corporate Governance Principles, the PFMA, underwritten with National Treasury Regulatory norms and standards, together with Generally Accepted Accounting Practice (GAAP).

Whilst, enhancing my academic career and while being entrusted to work with the Chief Financial Officer and under his guidance and performing those duties in the absence of a Deputy Director being appointed, my functionality encompassed and was not limited to:

1. Directing the implementation of financial and accounting processes and procedures;
2. Monitoring of budget projections versus expenditure variances and cost centre management;
3. Provision of strategic financial accounting service to the department through executing financial investigations and financial risk associated to activities;
4. Monitoring adherence to relevant legislation and accounting best practices to give effect to efficient service standards; including Professional presentation of detail information and ensuring value for money is attained;
5. Manage, monitor, update and implement financial systems congruent to that legislated within the context of the MFMA
6. Assuming responsibility for the internal control mechanisms for financial investigation and financial risk management;
7. Managing financial reporting and recording requirements; Directing and ensuring the execution of financial planning;
8. Ensuring sound accounting practices and rendering effective and efficient Supply Chain Management and Internal Control for the Department and Public Entities. This includes and is not limited to: Revenue and Expenditure Control; Policy drafting, Implementation and Monitoring Compliance of Policies and Delegations of Authority; and Assessing, Monitoring and Facilitating Asset Management;
9. Managing the key performance areas and result indicators associated with the provision of the financial accounting services through effective business orientated financial management;
10. Budget Monitoring, Virements, Journals processed;
11. Development of operational plans, including training and development; Implementation of financial/accounting processes and procedures;
12. Ensuring economical sourcing and equitable distribution in compliance to policies;
13. Ensuring compliance with the promotion of Broad Based Black Economic Empowerment (BBBEE) policies whilst simultaneously ensuring economical utilisation of funds and ensuring essential legislative information is obtained.
14. Orders processed; Committed procurement of goods and services on Pastel from the manual orders processed by the various components and process for payment;
15. Presentation of detailed financial performance reports of the Department; Input for Annual Report; Ensuring compliance with legislation; Prevent fraud; Prevent loses; Maintain asset registers; Ensuring proper usage of resources;
16. Managing of staff; Strategic Management and Planning; Organisational Performance and Project Management;
17. Property, accommodation and facilities management
18. Preparation of Submission Reports and Memoranda's to components where a matter of non-compliance and or deviation occurs; Ensuring adherence to relevant legislation and accounting best practice in processes and procedures;
19. Monitoring of budget projections versus expenditure variances;
20. Assuming responsibility for the internal control mechanisms for financial investigation and financial risk management;
21. Managing financial reporting and recording requirements; Directing and ensuring the execution of financial planning;
22. Implementation of financial/accounting processes and procedures;
23. Managing budget of the Component (in excess of R1 million);

24. Monthly reporting of expenditure to Management for Departmental expenditure relating to procurement (creditors) (in excess of R21 million);
25. Facilitate payment processes of creditors, streamline processes, and maintain 30 day policy, all done within boundaries of PFMA & PT regulatory norms and standards;
26. Manage, train and develop staff complement of 11;
27. System Controller – Logis and systematic implementation of Systems;
28. Draft and implement policies and guidelines as well as devising process maps for both internal and external clients;
29. Ensure compliance and reporting on non-compliance;
30. Avid respondee to principles of corporate governance and fostering proactivity as opposed to reactivity;
31. Drafting submissions/reports to the Executive and Accounting Officer (AO);
32. Assisting with Compilation and Editing of the Annual Financial Statements, Medium-Term Expenditure Framework (MTEF) and Adjustments Estimate Budgets;
33. Management of funds allocated and utilised and that it be done in compliance with regulatory standards;
34. Management of transferred funds (Virements);
35. Provision of Financial Accounting Services and Financial Management Services;
36. Supporting the Executives and Accounting Authority with Reports and Recommendations regarding identified policies in place within the Department and Facilities of the Western Cape;
37. Compiling, Managing, Monitoring and Control of Revenue and Expenditure Framework Reports together with outputs;
38. Compilation and management of the Budget and Adjustment Budget for the various Programmes and Sub-Programmes;
39. Assisting with Compilation of Revenue and Expenditure Framework Reports inclusive of Compilation, Monitoring and Reporting on Personnel Audit Reports;
40. Input into Departmental Strategic Plan; Compilation and Annual Reports;
41. Compilation, update and verification of Cash Flow Statements and Personnel Audit Reports;
42. Compilation of the In Year Monitoring and Reporting System to Provincial Treasury;
43. Reporting on and Evaluation of Submissions to the Accounting Officer, Provincial Treasury, Ministers and Cabinet;
44. Capturing, Monitoring and Control of the Budget on BAS/FMS and relevant adjustments;
45. Conversion of FMS items into the new Standard Chart of Accounts and Attend National Treasury Workshops on the new Standard Chart of Accounts (SCOA);
46. Represent various senior management meetings and committees while Supporting Programme Managers;

All duties and activities performed were done in compliance with Corporate Governance Principles, the PFMA, underwritten with National Treasury Regulatory norms together with Generally Accepted Accounting Practice (GAAP) and Generally Recognised Accounting Practice (GRAP).

REASON FOR WANTING TO MOVE:

My goal is to specialise; with specific interest in Financial Management, Management Accounting, Economics or Business Management and to achieve and have set strategic goals for advancement. Furthermore, I would like to further my theoretical knowledge through application based on that which I had studied.

7. NAME OF FIRM:	Department of Environmental Affairs & Development Planning, Cape Town, South Africa
JOB DESCRIPTION:	Finances: Budget Management: State Accountant: Budget Management Income and Expenditure Control (13 October 2003 – 31 December 2003)

Job function, purpose and attributes:

1. Compilation and management of the Budget and Adjustment Budget for Programmes and Sub-Programmes;
2. Managing, Monitoring and Control of Revenue and Expenditure;
3. Assisting with editing and compilation of the Medium-Term Expenditure Framework (MTEF) and adjustments Estimate Budgets; Compilation of Revenue and Expenditure Framework Reports;
4. Compilation, Monitoring and Reporting on Personnel Audit Reports;
5. Assisting with Departmental Strategic Plan Compilation and Annual Reports;
6. Assisting with the control over Revenue and Expenditure Outputs;
7. Assisting with the compilation of Cash Flow Statements and Personnel Audit Reports;
8. Compilation of the In Year Monitoring and Reporting (IYM) System to Provincial Treasury;
9. Evaluation of submissions to the Accounting Officer, Provincial Treasury, Ministers and Cabinet;
10. Capturing, Monitoring and Control of the Budget on FMS (Financial Management System) and relevant adjustments;
11. Conversion of FMS items into the new Standard Chart of Accounts;
12. Attend National Treasury Workshop on the new Standard Chart of Accounts;
13. Attend Finance Meetings; Supporting Programme Managers/Management.

All this is done in compliance with Corporate Governance Principles, the PFMA, underwritten with National Treasury Regulatory norms together with Generally Accepted Accounting Practice (GAAP).

REASON FOR WANTING TO MOVE:

The main focus at the time was to absorb as much as I possibly could of the functionality of various facets within government to effectively utilise my theoretical skills and experience. Ultimately, I thrive on challenge and have set strategic goals for myself and aim to grow within that sphere.

8. NAME OF FIRM:	Various (Part time), Cape Town
SECTION (S):	Finance/Planning,
JOB DESCRIPTION (S):	Accountant/Project Administrator/Debtors/Creditors/Book keeping (1994 – 2003)

- Validation of costs brought to book
- Verification of Revenue and Expenditure generated on projects

- Cash Flows, Trial balance, Income Statements
- Validating the Balance Sheet
- Budgeting and estimate calculations
- Transcribe variances, discrepancies
- Property and facilities management
- Monitoring financial aspects (operating budget vs. operating expenditure)
- Co-ordination of financial impact, tax implication and correctness of the asset register
- Audit skills (project capitalisation)
- Banking, debtors, creditors, reconciliation statements
- All financial aspects relating to the business

9. NAME OF FIRM:	Telkom S A Ltd., Cape Town
SECTION (S):	Transmission Engineering: Planning (ISDN, Telematics & Data Network), Quality Management & Transmission Resource Management
PRIZES AND AWARDS:	* Achievement Award - June 1999 & Outstanding Service Award
JOB DESCRIPTION (S):	Technical Support, Quality Representative & Project Administrator (1 February 1998 – September 2003)

I was promoted to become part of Transmission Planning as I initially started out on the Technical Support team and was performing functions of much higher level, so as to gain experience. I was actively involved in the planning, estimating of costs and budgeting for 2M/Bit Transmission links over copper or fibre technology, as well as, the planning of configured routes ie TNCI (Transmission Network Configuration Infrastructure). I was also part of the Quality Management team and of my functions included; being responsible for the design of the website and keeping it updated as web administrator. Furthermore, I was responsible for implementing corrective actions for the day-to-day problems encountered not in compliance with the SABS ISO9000. I was part of the team implementing the SABS approved ISO9000: 2000 standards within our work environment and maintaining and continuously improving on our Quality and standards within the organisation. On the Equipment Control Section, the position required literacy on budgeting and estimate calculations, therefore; I was required to investigate variances and discrepancies, together with, monitoring of all financial aspects involved with Equipment Control.

REASON FOR WANTING TO MOVE:

Telkom had undergone a process of transmogrification in which, no individual could set strategic goals. Telkom no longer offered any form of stability, deemed necessary in a company on the brink of major technological challenges. I aspired to companies who retain their skilled specialists to combat and rise above global competition.

During this period, I gained much insight within the various sectors of the Telkom S A Ltd. group. Included, was my experience gained within the following sectors:

SECTION(S):	Finances: Facility Infrastructure Operations & Transmission & Network Services, Cape Town
JOB DESCRIPTION:	Financial Accountant: Capital Work in Progress & Fixed Asset Management System

As Financial Accountant, I was responsible for validation of the integrity of costs brought to book for Executives and relevant stakeholders. The nature of my employ integrated approval and verification of Revenue and Expenditure generated on capital projects, thus, validating the Balance Sheet. The post required literacy on budgeting and estimate calculations. I was required to transcribe variances, discrepancies and monitoring of financial aspects involved with operating budget allocated vs. operating expenditure including drawing up of Income Statements and management thereof. I was also responsible for the co-ordination of the financial impact, Tax implication and correctness of the Asset register for all of Telkom's Assets within the Western Cape. The post required audit skills, due to the high accuracy needed in order for projects to be capitalized. This resulted in the overall accuracy of the Asset Register and required integrity of work, which was beyond question. The asset register (indicator of income generated for Telkom) would later result in correct and reliable financial statements for perusal by interested shareholders/stakeholders.

REASON FOR WANTING TO MOVE:

I was promoted and with Telkom's drive at multi-skilling of employees, I was not averse to learning about the functions of various sections. This included the Finance, Technical, Quality and Data Sections. The exposure provided me with insight into our core competencies and functionality thereof.

PREVIOUS EMPLOYMENT

1. NAME OF FIRM:	Communica (Pty) Ltd., Cape Town
JOB DESCRIPTION:	Accounts/Administration Clerk (9 April 1996 - 24 January 1998)
Job function, purpose and attributes:	

I was responsible for all financial aspects relating to the business. It included banking, debtors, creditors, reconciliation statements, as well as, various administrative functions.

REASON FOR WANTING TO MOVE: With an opportunity to diversify and also the then offering of growth within the organisation, I accepted the position at Telkom.

2. NAME OF FIRM:	Standard Bank of South Africa Ltd. , (Athlone / Rondebosch), Cape Town
JOB DESCRIPTION:	Frontline Officer/CSO (Customer Service Officer) 1 December 1994 - End of March 1996)
Job function, purpose and attributes:	

I reported to a Senior Frontline Officer. My main function as Enquiries Clerk meant, I had to be knowledgeable on just about all the operations of the bank.

REASON FOR WANTING TO MOVE: After several futile attempts at requesting for an alternate position, as I felt I had saturated knowledge on all processes as Enquiries Clerk and wanted to diversify, thus making myself more of an asset by being multi-skilled, I deemed it necessary to seek this elsewhere.

REFEREES:

1. **Deputy Chief Jody Pillay:** City of Cape Town,
Contact Number: 060 767 9355
E-Mail: [Not Available](#)
2. **Assistant Chief Kevin Heckrath:** City of Cape Town,
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3. **Ms Siphokazi Ndudane:** Department of Agriculture, Forestry and Fisheries,
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4. **Mr Desmond Marinus:** Department of Agriculture, Forestry and Fisheries,
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6. **Mr. Richard Bosman:** City of Cape Town,
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7. **Mr. Abdool Assim:** Department of Cultural Affairs and Sport,
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8. **Mr. Joel Moore,** Telkom SA Ltd,
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