



Resume of Kwanele Gumbi

I am an entrepreneur. I have been most active in Media and Communications, Arts and Culture, Primary Healthcare, Commercial Real Estate, Trade, and Investments. I was born 30 years ago to a single mother, at a time when the country was aflame in a justifiable fight for quality education and equal rights, events which were a precursor to the so-called 'Lost Generation'. My humble beginnings, like those of many of my generation, evidently created an uncertain start. The consequent "gift" or "blessing in disguise" of this is that I was forced to be a resourceful, independent, insightful, imaginative self - starter, with an ability to self-create early in life. I believe in the adage that "how you start has no bearing on how you will finish."

My education qualifications/ certificates obtained post matric which includes being awarded a Certificate in Real Estate Investing and Financing; Swiss Finance Institute, Geneva Switzerland (2005) and obtaining a PLD Certificate at Harvard University Business School (2006/7) all of which were self-funded are a testimony to this. Given that my work life commenced during the throes of the democratic transition, and belief I hold on the need to combine duty to country with the duty to self, it became inevitable that I would cut my entrepreneurial teeth from early opportunities that germinated from the developing state.

My keen intellect and sense of judgment has afforded me the capacity to anticipate and "see what's Next." Hence, my career spans both the private, public and non-governmental sector Industries. I was invited to contribute towards the strategic development of numerous organizations and entities including but not limited to The Durban Chamber of Commerce and Industry (DCCI), The Durban Chamber Foundation, The Institute of Directors, Business Arts South Africa (BASA), The Market Theatre Foundation amongst others. The common denominator has been deep experience in Business, Arts, and Culture, Real Estate, Trade and Investment spanning over 20 years. The high watermark being a well-honed ability to combine the artistic excellence and skill with business skills to create a platform for strong and sustainable business. My early entrepreneurial ventures as well as the turn-around strategy I led at the Market Theatre, an organization anchored on artistic excellence and currently poised to be amongst the leading art institutions in the world should place me in good stead in evaluating and creating a future today, for the SABC.

The attributes which shape my entrepreneurial flair are a good eye for financial opportunity and value; ability to conceptualize, commercialize and seize opportunity led me found Thumb-Print Event Management in 1997, a Media and Communications Company charged with developing a communication strategy for established business and cutting edge projects. One of its anchor assignments included the iconic Gunston 500, a precursor to the Vodacom Beach Africa Festival attracting more than 1 Million people over a 10 day period. The contract endured for three years, and the festival became a national and global event materially contributing to the City of Durban's fiscus, economic multiplier exceeding R250 Million.

In 2003, Gumbi Global, as part of a BEE consortium bought equity into Brait Private Equity, in an R1,5B transaction divested with healthy multiples in 2011. On the other hand, AmaGumbi Properties acquired and managed the valuable commercial real estate, The Chamber House Durban CBD, an asset held till 2011. I combined my entrepreneurial skills and accountability. I became actively involved in the Corporate Governance movement through the IOD as board member, member of the executive committee as well as Chairman of the KZN IOD Chapter. I was invited by the Centre for Corporate Governance in Africa, University of Stellenbosch Business School as part of the reference group of experts to review the design of a corporate governance metrics tool which sought to measure corporate governance performance of PIC Investee Companies listed on the JSE.

During this period, I initiated and participated in outbound and inbound Trade Missions and Delegations through my work with the Durban Chamber and Commerce and Industry. Given my interest in World Trade and Economics, I have a love for and understanding of Global Markets having attended trade missions in international markets like Japan, Belgium, France, Malaysia, USA, (New Orleans, Los Angeles), Russia, Czech Republic. In so far as African markets, I participated in trade missions involving Mozambique, Zambia, Zimbabwe, Swaziland, Morocco, and Seychelles amongst others. The culmination of my exposure and business experience has led to an establishment of enduring Diplomatic relationships and channels some solidified through the Head of Missions, a Cultural Diplomacy initiative I developed through the Market Theatre Foundation together with the Department of International Relations and Cooperation (DIRCO).

Because ideas and innovation drive me, I established Global Research & Medical Network in response to giving effect to the Democratic Government's policy to provide accessible primary health care services at the basic community level for the benefit of the community. Amongst the iconic assignments included advising KZN Health Department on HIV/Aids & Awareness and support the roll out of ARV's through The Global Fund at a time when the AIDS denialist mindset impeded effective treatment, community response, and access. I understand the relationship and dynamics between National, Provincial and Local government, deep appreciation of grassroots community perceptions and needs, with an ability to distill viable projects and programming as well as a deep understanding of the connection between language, culture, symbols and effective communication given the social divide. I am a good communicator, a motivator of people, with an ability to create a vision and ability to execute, good creative imagination, developmental economy

My personal style of leadership is to lead from the front. I am outspoken and thrive in environments which place a premium on courageous leadership. The consequent weaknesses are that I eschew mindless bureaucracy. People I have worked with would describe me as a demanding, firm but fair, a supportive and strategic leader who is decisive especially in the face of uncertainty and a stickler for detail while driven by agreed outputs. My personal values of hard work, discipline and never giving up, are values which have placed me in good stead. They will be invaluable to the SABC, to stabilize it, map out its next course of action, investing in what works, turning around and discarding that which does not work., above all following a course of action through to the end.

Education and Training

Through formal education, I have acquired technical skills in asset and share valuation, property valuation, portfolio management, creating and reviewing business models, project design, and management; strategy development and management, board leadership, executive recruitment, talent development, organizational renewal and turnaround, sales and marketing. I attended the following institutions:

- Matriculated at Adams College, KwaZulu-Natal (1995)
- Admitted for B-Com Accounting; University of Cape Town (1996 – Incomplete due to financial reasons)
- Admitted to a BCompt University of South Africa (UNISA)
- UND/UKZN BSocSc 1998 - 2000 (credits towards MAP)
- Diploma in Health and Fitness from The Exercise Teachers Academy (ETA) Durban (1999)
- Completed Management Advancement Program (MAP); University of Natal (UKZN) (2000)
- Completed Postgraduate Diploma in Business Management (PGDBM); University of Natal (UKZN) (2002)
- Certificate in New Venture Creation; University of Witwatersrand, Graduate School of Business (2003)
- Certificate in Negotiation Dynamics; University of Witwatersrand, Graduate School of Business (2004)
- Certificate in Issues in Leadership; University of Witwatersrand, Graduate School of Business (2004)
- Certificate in Project Management – University of Stellenbosch; Graduate School of Business (2004)
- Certificate in Real Estate Investing and Financing; Swiss Finance Institute, Geneva Switzerland (2005)
- Program for Leadership Development; Harvard Business School, Boston Massachusetts (2006 – 2007)
- Director Development Part I and II with the Institute of Directors (2003/4)
- Being a Director with the Institute of Directors (2013)

Work History

As leader of an executive team made of 6 staff. I developed the growth strategy, the business plan, and undertook all the investment decisions, allocating appropriate capital and identifying business investors and business partners for Gumbi Global as well as its subsidiaries and related companies Global Research, AmaGumbi Properties, Thumb-Print Event Management. For the past decade, I have been connecting Arts with Commerce and entertainment to create sustainable organizations. Some of the indicative projects and roles are:

Chairman of The Market Theatre Foundation, an Agency of The Department of Arts and Culture (2009, 2012 to date)

I was invited to join the Market Theatre as a member of the Board in 2009. I became part of a team charged with reviving and repositioning the institution. This led to my appointment as Chairman of the Board in 2012. The iconic Market Theatre is amongst the leading theaters and art institutions in the world. My role as Chairman was to oversee the turnaround strategy which would see the conversion of the theater from protest theater to one of the leading theaters in the world alongside Broadway. Exercising stewardship of the institution together with a board comprising of 7 directors made of respected industry doyens like Dr. John Kani, Prof Zakes Mda and other captains of industry has been most rewarding. The strategy has ensured organizational renewal and repositioning of artistic excellence and programming, drawing patronage of high caliber, diverse audience, the redevelopment of the New Town precinct catalyzing investment of more than R2bn in the precinct. Due to our sound stewardship of The Market Theatre, the Department of Arts and Culture gave us the task of Administrator of Windybrow Arts Centre. Within 36 months, we have turned it around and repositioned it as a Pan African Community Theatre and a Business Unit of The Market Theatre Foundation. We continue to enjoy and invest in global collaborations with the US Embassy, French Embassy MoU, Heads of Missions, Nelson Mandela Foundation.

Chairman of the Joint Operations Committee (JOC) 2014 to present

JOC is an inter institutional structure endorsed by the Minister of Arts and Culture to coordinate and align the activities of the departments Public Works, Arts & Culture, Market Theatre in respect to merger of WindyBrow to the Market Theatre Foundation.

Durban Chamber of Commerce & Industry DCCI (2000 – 2015)

I have served as Board member for 15 years, eight years of which I was an ordinary Board Member, followed by the position of Vice President 3 years and Deputy President for four years respectively. I have dealt with all spheres of government, created international and local strategic partnerships for the benefit of the chamber members. I have attended and presented papers at World Chamber Conferences in on various topics affecting the SMME sector:

In my capacity as Chairman of the SMME Committee:-

- I introduced a **closed preferential** procurement for members of the Chamber within private and state-owned companies a forerunner to enterprise development. Coordinate all SMME activities.
- A two-month work study in 2004 in Flanders, Belgium led to a long-lasting beneficial relationship with one of the respected Chambers in Belgium, the Voka Chamber, Antwerp. This relationship provided insight and valuable take away programs like the Plato, a mentorship and Bank Employee Secondment programs which I introduced to the Chamber, programs which exist till today.
- To improve access to finance and catalyze business growth we managed and grew the SMME Desk's suit of services in collaboration with ABSA Bank where the Bank seconded employees to coordinate and provide access to funding., a first of its kind soon replicated by other Chambers around the country
- After the establishment of the KZN Growth Coalition, I played the role of advocacy for SMME inclusion in procurement opportunities in catalytic projects. The SMME Business Fair by eThekwinI was founded on our urging and advocacy.
- Standard Bank / Durban Chamber Entrepreneur of the Year Award endured for seven (7) years
- Initiating, Planning and Participated in Inbound and Outbound Trade Missions In France, UK, India, USA, Malaysia, China, Hong Kong, Taiwan, Australia Brazil, Russia, Germany, Russia, Czech Republic, Swaziland, Mozambique, Seychelles, Belgium identify trade opportunities while matchmaking with local business partners. Given that the Largest Port in Africa is in eThekwinI, I have during my tenure as Deputy President of the Chamber refocused the interest in Port and Maritime by initiating and hosting the delegation led by the Governor of Antwerp, Belgium. I also represented the Chamber in Salvador and presented a paper on International Cooperation of Chambers

Chairman of the Durban Chamber Foundation – Chairman (2005 – 2015)

- Developed and nurtured the ten (10) year relationship between the Durban Chamber Foundation and British American Tobacco of South Africa. BAT provided an R10m sponsorship during this period for the development of the SMME in KZN leading to approximately 2000 per annum SMME benefiting through the skills development program. The SMME Conference was anchored based on this sponsorship, later adopted by SEDA as the Best Practice Model for engagement with SMME
- We were part of the consortium for the R660m initial South African Global Fund recipients towards the fight against HIV/Aids. Durban Chamber Foundation and UKZN recipient of the Initial Global Fund Funding to Sub-Saharan Africa to combat the spread of HIV / Aids. Working with an international team of funders and South African National Aids Council (SANAC) including Politicians / National Treasury Department. This funding was received long before the South African Government had formulated and adopted its roll out of anti-retroviral medication.

Chairman of Business Arts South Africa (BASA) (2011 – 2016)

From 2007 I was an ordinary Board member of BASA subsequently elevated to the position of Board Chairman in 2011. I have worked with some of the top banks in South Africa RMB, ABSA, and private collectors. My role has included building trust between the private sector and government leading to continued co- investment in Arts. The prevailing theme has been on how to keep the best of South African art within the country while at the same time it is being exhibited and showcased to be enjoyed by future generations.

Celebrate Durban 2002 – 2005

Conceptualized and project managed Celebrate Durban, a concept designed to bring social cohesion and patriotism for Durban and the forerunner to Durban's Tourism success of today. The approach was to involve Durban's sister cities in the US, New Orleans and Chicago which we had to visit to create meaningful partnerships.

Durban Vodacom Beach Africa (2003 -2005)

Contracted by eThekweni Municipality as project manager of what is dubbed as the World's Biggest Beach Festival. Through the provision of excellent programming of entertainment inbound tourism, provision of international sporting and surfing event, trade opportunities for small business, contracting with entertainment line- ups, negotiating broadcasting

rights, liaison with established radio stations and TV; marketing and publicity of Durban as a prime tourism destination through the winter season.

Community Development Workers (CDW) for the Expanded Public Works Program (EPWP) on behalf of the Provincial Government KwaZulu-Natal (KZN) Launch (2005 -2006)

The project involved developing a blueprint for the Expanded Public Works Program to galvanize youth employment and participation in community development in Ugu District uThungulu, uMgungundlovu, eThekwinl, and KwaDukuza. I was charged with overseeing the development of community partnerships with the project as well as its successful launch. This allowed us to work with various communities and towards embracing government programs. We were working directly with the Program Office for CDW.

Installation of Amakhosi Department of COGTA (2005 – 2006/7)

Post-democratic rearrangement to restore traditional leadership as recognized by the constitution, I was appointed to consulting with various individual royal households, communities towards the installation of their heads through the Department of Local Government & Traditional Affairs for their participation.

Talk-Show Host with KZN Regional Commercial Radio Station iGagasi FM and Radio Commentary (2008 – 2011)

I served as host of a Current Affairs Program on a Regional radio station with a National Reach on International Economics, Political and Current Affairs. This opportunity, while drawing on my business and trade experience also strengthened my understanding of the Radio medium, its business model, programming and content delivery. Various print media have sought my expertise and economic understanding for commentary on economic trends and related topics, particularly a breakdown and review of the South African National Budget, as well as its impact on a variety of industries. A defining moment at the beginning of 2008 following the GFC (Global Financial Crisis) is that, to the dismay of many, my analysis resulted in my giving an economic projection that its impact would abate only after 2018, enduring from "2008 – 2018" thus dubbing it "the lost decade." This analysis holds true and has proven correct to this day.

Department of Health KZN Project: Establishment of District Aids Council. HIV & Aids Awareness (2002 – 2007)

Our company was awarded a project to establish the district Aids Council around the province 11 District Municipalities. We played a supporting role in disseminating information on the treatment drive and debunking the myths surrounding the virus. We also did the communication plan for the HIV/Aids program throughout the province. We interacted at the coal face of health planning at provincial and district level.

HIV Aids Communication Strategy

Our responsibility was to create an appropriate communication strategy to the public while ensuring the accuracy of the clinical information and debunk any myths surrounding the disease. This involved the ABC Campaign, PMTCT (then) and key points to where communities and individuals can seek help to prevent the spread of HIV Aids. We created the communication strategy in the common languages of the affected communities, used cultural symbols and norms to promote safe behavioral patterns and alter attitudes. We conceived and commissioned the Aids Song through an Idol format (talent search competition) with lyrics which had a positive message for HIV Aids and make it integrated to popular culture

Department of Transport

To support Arrive Alive Campaign by the Department of Transport, We were tasked to design an end to end program that would support victims of road accidents. We designed a victim and dependent support program based on Best practice model adopted in advanced jurisdictions such as Victoria State, Australia. By providing Trauma Counselling, ongoing PTSD linking the survivors and dependents to the Road Accident Fund platform for their claims and benefits we targeted accidents involving (7 or more deaths) road and train accidents. For the period when the program was running we assisted more than 300 people.

Commercial Real Estate

I have held some consulting assignments for the for Retail Sector to optimize Mall utilization and surrounding infrastructure. I advised on commercial property portfolio optimization, acquired and provided facilities management to the Chamber House. I served as a member of the KZN South African Property Owner's Association, as well as consulted to the KZN Department of Public Works on Youth in Property Program.

Special Projects:

- Advocacy for Business Opportunities emanating from the 2010 FIFA World Cup
- Promoter of Durban as candidate city for 2020 and 2024 Olympics Bid with South African Sports Confederation and Olympic Committee (SAECCOC) Parliament and Business Community
- Promoter of Durban Commonwealth Games in 2022, a successful bid to host the Commonwealth Games

Other Significant Directorships

Development and advocacy led to an Invitation to participate in a variety of Not for Profit entities with a wide-ranging remit including the development of Corporate Governance in South Africa, Director Development Commercialization, Property portfolio optimization and strategic disposal and acquisitions as well as working with donor funding. Amongst the Board is the:

- Institute of Directors KZN Chapter Chairman (2005 – 2007)
- Institute of Directors of Southern Africa (IoD) as Member of the Executive Committee Exco Member (2007 – 2010)
- The Project Build Trust (2012 – to current), as non-executive director of a Not for Profit (NPO) company funded by the Private Sector to Build Schools infrastructure in under-resourced impoverished areas
- Salvation Army Advisory Board (2008 – 2009) as non-executive Director
- South African Chambers of Commerce & Industry as Non - Executive Director as representative of DCCI (2008 – 2009)
- Durban Chamber of Commerce & Industry – Deputy President (2013 - 2015)

Committee Membership

Over the years, I have served as member of Audit, Finance, Risk, Investment, Building board committee structures created to ensure the effective execution of the work of the boards, prudent controls, the management of key business risks including financial accountability, the creation of effective governance systems and structures for the institution, the development of business and budget plans, overseeing effective utilisation and allocation of capital. I have been part of cutting edge Investment decision making,

with an understanding that both a business case and articulation of the nature of the expected returns are essential for growth and accountability. The Building Committee of the Market Theatre offered me the opportunity to oversee a fair and transparent procurement process and value chain, utilise my project management skills in respect of the Capital Works Program. This has ensured a clean audit through-out my tenure.

International Diplomacy/Dialogues

- Riga Conference: Riga, Latvia. (2014, 2015, 2016)
- Atlantic Dialogues: Rabat, Marrakech. (2014, 2015)
- German Marshall Fund of the United States of America: Brussels, Belgium (2014, 2015)

International Conference Papers Presented

- Durban South Africa: World Chambers Congress (2005) **SMME Development**
- Istanbul Turkey: World Chambers Congress (2007) **SMME Growth & Entrepreneurship** Presented a paper on **International Cooperation of Chambers** on behalf of the Chamber at the invitation of the Chairman of the Petrobras In Salvador Brazil (2011)

Hobbies & Sport

- Golfer with 11 handicap, Track, and Field athlete (100 and 200m) for KZNA,
- Local/regional and International travel, reading and inter-regional off road driving.
- Camel Trophy National Selection (One Life Live It) – 2000
- Winner of- 2002 Gladiator Series One

References

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Further references are available upon request.