

## **Curriculum Vitae - Madoda Vilakazi**

**Home Address:**

**Cellphone:**

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### **Personal Data**

**Surname:** Vilakazi

**Names:** Philip Madoda

**Driver's Licence:**

**Identity No:**

**Languages:** Afrikaans, English, Setswana, Sotho, Xhosa and Zulu

**Nationality:** South African

**Race:** African

**Gender:** Male

### **Profile**

I am an expert negotiator and senior manager with more than 20 years' experience in national and local government, private sector, the development sector, and management in the ever changing and dynamic environment in the Mining Industry, SMME development sector, the trade union movement, and the State-Owned Entities (SOEs). Proven facilitation and conflict resolution skills in the most difficult situations where life and limb are in danger, in both local government and mining environment.

### **Key Skills and Experience**

- Strategic management at the highest level as Accounting Officer in government institutions, thus formulating and presenting reports to the Executive Authority (Minister) and parliament.
- Gained invaluable knowledge and insight in government, local government, sustainable development strategies for mineworkers and their communities in my capacity as Project Manager, Acting CEO and Deputy CEO of the MDA and chairman of the tripartite Social Plan Committee of the DME and later as Executive

Manager: Corporate Services of the MQA and Operations Director of Ekapa Mining (Pty) Ltd.

- Gained invaluable knowledge and expertise in operations and financing municipal infrastructure development and Bulk Water Supply SOEs, rural economic development, capacity building through my activities as a member of the Development Bank of Southern Africa (DBSA) board.
- I am a doyen of statecraft and a veteran of managing and working in tripartite institutions and highly unionised environments and have mastered the art of strategic management of highly technical environments, professionals and complex matters and perfected the art of negotiation and balancing the competing needs of communities, government and other stakeholders.

### **Academic Qualifications and Training**

#### **Degrees**

	<b>Institution</b>
Master of Business Administration (MBA)	University of the Witwatersrand
Bachelor of Public Admin Honours (BPA Hons)	University of Stellenbosch
Bachelor of Commerce in law [BCom (Law)]	University of South Africa

#### **Diplomas and Certificates**

	<b>Institution</b>
Management Advancement Programme (MAP)	University of the Witwatersrand
Cert: Labour Dispute Resolution Practice (LDRP)	University of the Witwatersrand
Cert: Municipal Finance Management (MFMP)	Local Gov SETA
Cert: Arbitration Skills	IMSSA
Cert: Environmental Management	North-West University
Cert: Project Management	Regeneysis School of Business
N4: Mechanical Engineering	Plessislaer Technical College
Industrial Relations Diploma	Damelin Institute

### **Technical Qualifications**

- ❖ Together with the N4: Mechanical Engineering certificate completed an apprenticeship as a Fitter and Turner and thereafter employed as an Underground Fitter at Welgedacht Colliery in Utrecht, KwaZulu Natal.
- ❖ Satisfied the statutory requirement for appointment as Municipal Manager by passing the Certificate: Municipal Finance Management (MFMP).
- ❖ Satisfied the CCMA requirement for appointment as a CCMA Commissioner by passing the Certificate: Labour Dispute Resolution Practice (LDRP).

### **Career history**

**Name of organisation:** National Economic Development and Labour Council (Nedlac)

**Type of organisation:** PFMA Schedule 3 State entity

**Position:** Executive Director  
**Duration:** April 2016 to June 2019  
**Reason for leaving:** Termination of contract.

Thereafter pursued studies at the University of South Africa for a BCom (Law) degree which was completed in December 2022 as well as fulltime studies at the University of Stellenbosch for a Bachelor of Public Administration Honours degree (BPAHons) which was completed in December 2021.

### **Major achievements**

- ❖ Chaired and facilitated negotiations of social partners, i.e. Government, Labour, Business and Civil society over two years on the national minimum wage, which culminated in the adoption of the national minimum wage of R20 and enactment of the National Minimum Wage Act 9 of 2018.
- ❖ Spearheaded the establishment and funding in 2018 by National Treasury of the Pension Fund and Medical Aid for NEDLAC employees who had neither since the inception of the organisation in 1995.
- ❖ Spearheaded the formulation and adoption by the Executive Council in 2017 of the Human Resource Management Policy which did not exist and thus enable mam' Doris to finally retire at age 86 after the adoption of the policy which set retirement age at 65.

### **Main job functions**

- Perform the duties of the Accounting Officer in terms of the Public Finance Management Act (PFMA), other legislation and prescripts.
- Develop the Strategic Plan and Annual Performance Plan (APP) for presentation to the governance structures for approval, i.e., Executive Authority, and parliament, i.e., Portfolio Committee of Labour as a standard and other Committees of parliament as and when required.
- As executive director formulate policy or amend it and present to governance structures for approval and supervise the CFO, COO and other senior managers reporting to the Accounting Officer.
- Chair the LRA section 77 Standing Committee which considers application for protest action to promote or defend socio-economic interests of workers.
- As Executive Director participate in the Management Committee and Executive Committee meetings of the department of Employment and Labour and other intergovernmental fora.
- Oversee deliberations on all socio-economic legislation and policies brought to Nedlac by government and the other social partners, i.e., Labour, Government, Business and Community.
- Represent the South African government in international forums like the International Labour Organisation conference in Geneva, Switzerland.

**Name of organisation:** Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA), Northern Cape

**Position:** Director: Co-operative Governance (Simultaneously seconded to Magareng Municipality as Acting Municipal Manager)

**Duration:** 11 May 2015 to 31 March 2016  
**Reason for leaving:** Termination of contract.

### **Major achievements**

- ❖ As acting municipal manager developed a turnaround strategy for the municipality which had received disclaimers and qualified audits for over 10 years.
- ❖ For the first time established scientifically the water loss level to be 77% for Magareng Local Municipality thus jolting the provincial government to embark on mechanisms to arrest the situation.

### **Main job functions**

- Formulate Financial Recovery Plan as per Directive of Provincial Executive Council.
- Present Financial Plan to MEC of COGHSTA and Magareng Municipal Council for approval.
- Implement the Financial Recovery Plan.
- Act as Accounting Officer and administer local government legislation including MFMA, Municipal Structures Act, Municipal Systems Act, and Procurement legislation.
- General management and accountability for the performance of the entire staff compliment of the municipality including executive management.
- Participate and present reports to the provincial portfolio committees, mainly SCOPA and implement IDP and SDBIP.
- Prepare and represent the municipality in SALGA and international forums.

**Name of organisation:** Sol Plaatje Local Municipality

**Position:** Councillor and Chairman of Municipal Public Accounts Committee (MPAC) (Part-time)

**Duration:** May 2011 to August 2016

**Reason for leaving:** End of term of office.

### **Major achievements**

- ❖ Embarked on a bench-marking exercise on what other successful municipalities conduct their business in their MPACs by persuading Council to approve this exercise and allowed the municipal manager and the CFO to accompany the committee to the City of Cape Town. This was beneficial to the committee and the municipality.

### **Main job functions**

- Chair investigation hearings for all fruitless and wasteful expenditure and recommend remedial action to the Council.
- Write MPAC's Oversight Report to the Annual Report and present to MPAC for approval.
- Present Oversight Report to Council for adoption.

- Perform all other functions as Councillor.
- Represent the municipality in SALGA and international forums.

**Name of organisation:** Ekapa Mining (Pty) Ltd

**Type of organisation:** Diamond mining company currently operating in the Northern Cape with a Head Office in Kimberley.

**Position:** Operations Director

**Duration:** November 2004 to March 2014

**Reason for leaving:** Resigned.

#### **Main job functions**

- Manage a budget more than R1 billion for the operations division.
- As an executive director, formulate policy, vision, and mission of the organisation.
- Project management of plant upgrade, re-commissioning, and other major projects.
- Explore new business ventures and opportunities for the organisation within South Africa, and neighbouring states e.g., Zimbabwe and Lesotho.
- Management of water quality and balances for our operations including meeting all legal requirements e.g., in accordance with National Water Act and National Environmental Management Act.
- Represent company in dispute resolution forums like the CCMA.
- Chair the company's Board of Trustees for the Pension Fund.
- Management of Safety, Health and Environment, in terms of the Mine Health and Safety Act, Minerals Act and all other relevant legislation and applicable regulations with the following direct reports Mine Manager, Plant Manager, Fleet Manager, Maintenance Manager, HR Manager, Chief Safety Officer and Engineering Manager.
- On behalf of the company, participate in major mining and business forums and conferences e.g., Mining Indaba.

**Name of organisation:** Kimberley Miners Forum (Pty) Ltd

**Type of organisation:** Consortium of four Diamond mining companies with a Head Office in Kimberley of which Ekapa Mining is a 60.6% shareholder, who bought tailings mineral resources from De Beers Consolidated Mines in March 2008.

**Position:** Managing Director

**Duration:** June 2008 to March 2014

**Reason for leaving:** Resigned.

#### **Main job function**

- Sell diamonds and manage record keeping of diamond registers as authorised representative in terms of the Diamond Act 56 of 1986.
- Co-ordinate legal compliance of all four members of the consortium.

- Ensure compliance with all regulations and laws governing mining and environmental management.
- Co-ordinate shareholders' and board of directors' meetings on a regular basis.

**Name of the organisation:** The Mining Qualifications Authority (MQA)

**Type of organisation:** Sector Education and Training Authority for the Mining and Minerals Sector

**Position held:** Executive Manager: Corporate Services  
(October 2002 to October 2004)

**Reason for leaving:** Resigned.

#### **Major achievements**

- ❖ Set up the Corporate Services Division from scratch which included the following Units: Communications, Information Technology, Human Resources, Facilities Management, and legal services.
- ❖ Formulated all relevant policies and procedures for the Division including HR Policy and Procurement Policy and assist with other departments.'

#### **Main job functions**

- Manage the Units of HR, Communications, Facilities Management, IT and community outreach programmes aka CSI in terms of applicable legislation like PFMA, Skills Development Act and Procurement laws.

**Name of the organisation:** Development Bank of Southern Africa (DBSA)

**Positions held:** Director of the DBSA main board and member of its Credit Committee, director of the Development Fund board and Chairperson of the Development Fund's *Siyenza Manje Project*

**Duration:** (April 2001 to March 2008)

**Reason for leaving:** Retired as a director as per board rotation policy.

**Type of organisation:** Development Finance Institute

- Execute strategic planning of the DBSA and its Development Fund as part of the collective.
- As part of the DBSA board approve budget of the company and oversee implementation of the strategy and the budget.
- Participate in policy discussion and approval for both the DBSA and its Development Fund.
- Receive, discuss and approve, Annual Reports and Annual Performance Plans for the DBSA and the Fund.
- As part of the Credit Committee consider and assess loan applications from the clients of the DBSA.
- Chair the Development Fund's *Siyenza Manje Project* which considered capacity building funding requests from municipalities.

- Perform oversight visits to projects funded by the DBSA and its Fund and produce reports for the boards.
- Report as part of the collective to parliament as per the PFMA.

**Name of the organisation:** Eskom Development Foundation

**Positions held:** Director of the organisation

**Duration:** (April 2000 to September 2001)

**Reason for leaving:** Retired as a director.

- Execute strategic planning of the Foundation as part of the collective.
- As part of the Foundation's board approve budget of the organisation as per the parameters and guidelines of the Eskom Board and oversee implementation of the strategy and the budget.
- Participate in policy discussion and approval for the Foundation.
- As part of the board consider and assess Corporate Social Investment (CSI) proposals from potential beneficiaries of the Foundation.
- Conduct oversight visits to projects funded by the Foundation.

**Name of the organisation:** Mineworkers Development Agency

**Type of organisation:** A section 21 company principally for rural development with focus on creation of SMMEs in the mine labour sending areas and where requested by other parties e.g., the government and the mining industry.

### **Major achievements**

- ❖ Expanded and finessed fundraising beyond the Scandinavian countries and the United Kingdom to the Americas, that is, the United States and Canada which are the home countries of some South African mining companies.
- ❖ As a result of new funding frontiers managed to expand and establish Development Centres in the newer mining communities in Northwest province and Mozambique.
- ❖ Established synergy with relevant government departments which was unheard of prior to the democratic breakthrough.

**Position held:** Deputy Chief Executive Officer  
(February 2000 to September 2002)

**Reason for leaving:** Resigned.

**Position held:** Acting Chief Executive Officer (MDA)  
(July 1999 to January 2000)

### **Main job functions**

- Responsible for the overall strategic planning and direction of the organisation.
- Prepare and present funding proposals to potential funders.
- Prudently manage the resources of the organisation.

- Formulation of the SMME and Sustainable Development Strategy and adapt it when necessary.
- Fundraise for the MDA job creation programme in SA and abroad.
- Manage a budget of more than R80 million for the entire MDA programme.
- Represent the NUM and COSATU in international forums like the International Labour Organisation conference in Geneva, Switzerland.

**Position held:** Project Manager (MDA)  
(January 1999 to January 2000)

#### **Main job functions**

- Manage and co-ordinate the establishment of new development centres in South African provinces and neighbouring states, i.e., Lesotho, Mozambique, and Swaziland.
- Recruit the correct calibre of people to operate the new centres from the manager of the centre to the lowest level.
- Co-ordinate registration of new centres as companies with the Registrar of Companies.

**Name of organisation:** National Union of Mineworkers

**Type of organisation:** Trade union for the mine and energy workers in South Africa with a total membership of 260 000.

**Position held:** Regional Coordinator (Gauteng)  
(May 1996 to December 1998)

#### **Major achievements**

- ❖ As chief negotiator of the NUM in Gauteng led the NUM in putting demands for the first time for the union to be involved in grading of jobs at Randfontein Gold Mine, spearheaded the training of shop stewards to conduct the work and did the grading together with the shop stewards and management. This led to other companies following suit.
- ❖ Spearheaded the training and participation of shop stewards of the NUM in the major Gauteng mining companies like AngloGold's ERGO plant in Springs.

**Reason for leaving:** Redeployed to the MDA the development wing of the Union.

**Position held:** Regional Coordinator (NUM KwaZulu Natal)  
(April 1994 to May 1996)

#### **Major achievements**

- ❖ As chief negotiator of the NUM at Richardsbay Minerals spearheaded the signing of South Africa's first two-year wage agreement in 1996, which led to this novelty to be emulated throughout the country.
- ❖ As the NUM's provincial chief negotiator led negotiations and spearheaded the re-establishment of the Provident Fund for Black workers at the Richardsbay Minerals



in 1996. The Pension Fund for Black workers was terminated unilaterally by the company in 1982. The company agreed to contribute the arrears of its contribution since 1982 to each and every employee's capital when the Provident Fund was established in 1996. This was a victory for current workers and posterity.

- ❖ Successfully represented and argued cases of workers at dispute resolution forums like arbitration at the IMSSA and later CCMA.
- ❖ Successfully achieved the establishment of one provincial structure of the National Union of Mineworkers in KwaZulu-Natal in line with the boundaries of the newly liberated South Africa in 1994 through the merger of the two regions.

**Position held:** Head of Education Department (NUM Head Office)  
(April 1993 to April 1994)

**Position held:** Education Officer (NUM Head Office)  
(August 1991 to April 1993)

**Reason for leaving:** Promoted to position of Regional Coordinator when that level was introduced as the Union restructured its operations.

**Name of Organisation:** Welgedacht Colliery (Utrecht, KwaZulu Natal)

**Type of company:** Coal mine

**Position held:** Fitter (underground)  
(August 1989 to August 1991)

**Reason for leaving:** Took voluntary retrenchment.

**References:** Mr Jahn Hohne (Boss at Ekapa Mining (Pty) (Ltd)  
CEO: Ekapa Mining (Pty) (Ltd)

Mr Alvin Botes (Boss and COGTA MEC)

Mr Mthokozisi Zondi (Boss at the MQA)  
Former Acting Chief Inspector of Mines: DMR and  
Chair of the MQA

Mr Tumelo Zwane (Boss at NEDLAC)  
Member of NEDLAC Executive Council

Mr Kgalema Motlanthe (Boss and mentor at the NUM)  
Former President: Republic of South Africa