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BMF’S WORK AND MISSION

The Black Management Forum (BMF) is a non-racial, thought leadership organisation. Founded in 1976, with the main purpose of influencing socio-economic transformation in South Africa in pursuit of socio-economic justice, fairness and equity, the BMF continues to be vocal on these matters. It keeps South Africa in check and encourages participation of the broader spectrum of South African stakeholders.

The BMF stands for the development and empowerment of managerial leadership, primarily among black people within organisations, and the creation of managerial structures and processes which reflect the demographics and values of a wider society. The BMF is not apolitical, but is non-partisan. The organisation is, however, not neutral on matters of transformation. They are pro-transformation.

Our VISION
To be the foremost organisation in the development of managerial leadership, and to advance socio-economic transformation of organisations in southern Africa and beyond.

Our VALUES
- Ubuntu
- Respect
- Creativity
- Integrity
- Effectiveness

BMF’S Contribution
The BMF espouses a value system that embraces high standards, and sets the tone and measure in business ethics, not only among black organisations, but the broader South African society.

Through its value system, its disciplines and perseverance towards a just cause, the leadership of the organisation has made a meaningful contribution to the stability of the country and the progress made on socio-economic development.

The BMF builds confidence and capacity among black managers by providing a support structure that facilitates their integration into a business environment, which is often hostile and unsupportive.

Some notable BMF achievements include the following:
- Its leadership in the area of Affirmative Action (AA) through its ‘Affirmative Action Blueprint’ of 1993 has assisted many companies in the formulation of human resource policies, which advances the process of employment equity.
- Some BMF staff members were, at different times, appointed to the Department of Labour as directors for Employment Equity.
- The BMF played a key role in Nedlac (notwithstanding the fact that it was not a member of this body) in the negotiation and formulation of AA positions which are incorporated in the Employment Equity Act.
- The Forum, through its resolution in 1997, originated the Black Economic Empowerment Commission (BEECom), which was then headed by Cyril Ramaphosa under the auspices of the organised formation, the Black Business Council (BBC).

During volatile and difficult times, the BMF, as a highly motivated organisation, has maintained a balanced support structure to assist its members through challenging times. The BMF has facilitated many developmental programmes locally and internationally for black managers, thus contributing to the development of managerial competence.

A pool of leading, high-calibre, black managers have kept the organisation on the cutting edge of managerial leadership and transformation in South Africa. Many of today’s leaders in government, business and civil society continue to have close links with the BMF. A large number of these leaders are still actively involved with the organisation.

A network of highly skilled and dedicated BMF members continually provides input to government, business, trade unions and civil society. Furthermore, the organisation proactively plays a leading role at all levels of policy formulation, strategic planning and other key issues facing the country.

The BMF is committed - in line with one of its key principles - to working for business unity and non-racialism. To this end, we participated in the formation of Business Unity South Africa (BUSA).

The BMF is committed to achieving its objectives by:
- Ensuring appropriate processes in recruitment, selection and promotion within organisations.
- Upholding and enhancing the highest professional standards and principles in business and management leadership.
- Assuming the role of an effective voice for the needs, aspirations and views of its members.
- Facilitating the provision of career guidance services and facilities to members, especially students.
- Promoting and maintaining working relationships with the organisations and interest groups that pursue similar objectives to the BMF.
- Being an effective platform for the exchange of information, views and experiences through a dynamic forum.
- Facilitating the process of transformation in organisations.
- Promoting an awareness of the importance of managerial and leadership skills to the advancement of meaningful economic participation and empowerment.
- Monitoring and reporting on the performance of organisations in the key areas of transformation.
and/or completed. Four of the activities related to small, medium and micro enterprises (SMMEs) were withdrawn due to zero uptake from this category.

The targets that still remain in the pipeline are the BMF Leadership Search and Academy Programmes. With respect to the former, the BMF is in discussion to resolve the costing model of this project, while the Academy Programme has already been outlined in partnership with Duke Corporate Education. Funding for these two programmes remain critical.

The BMF Brand Ambassador Programme is another area of focus that requires special attention. In this regard, the need to utilise past presidents and deputy presidents in our forums at national, provincial and branch levels is imperative.

The current provincial chairpersons have been mandated to ensure that the BMF Council of Elders take effect. Induction of members at all times remains a prerequisite.

The target set by the Board, on 23 August 2014, that each province increase its membership by 100 members is far from being achieved, and concerted efforts are required to meet this objective.

Another challenge that still remains within the BMF is the dwindling numbers of individual membership. A survey would be the best instrument to gauge the membership and utilise the outcome to craft a sustainable membership drive strategy.

As at the financial year, the membership enrolment of Indians, coloureds and whites remain very low. The drive for a nation-building campaign remains critical.

Gender participation is very low and the need to accelerate women participation using the Gender Desk platform is important.

Apart from the challenges highlighted above, for the last three years, the BMF has continued to maintain the goodwill of the organisation.

I would like to take this opportunity to thank all the non-executive directors of the BMF for their continued support in ensuring that the BMF remains a force to reckon with.

In addition, I would like to express my sincere appreciation for the support the national office has provided during the last three years.

Bonang Mohale
RESPONSIBILITY OF THE BOARD OF DIRECTORS

The Black Management Forum (BMF) board of directors applies the King Commission principles on corporate governance in order to conduct the affairs of the organisation with integrity, openness and accountability.

FINANCIAL STATEMENTS

At the end of each financial year, the directors prepare annual financial statements, which fully represent the organisation's state of affairs in conformity with the generally accepted accounting practice.

External auditors carry out an independent examination of the branch, provincial and national financial statements and report their opinion in accordance with the South African auditing standards.
# DIRECTORS BOARD ATTENDANCE

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*Not a director at the time*
EXECUTIVE MANAGEMENT

Themba Dlamini
MANAGING DIRECTOR

Busisiwe Mavuso
HEAD OF OPERATIONS

Phili Dlamini
FINANCIAL DIRECTOR

Ledile Bopape
ASSISTANT COMPANY SECRETARY

Mbhazima Makhubele
HEAD OF RESEARCH

Mokete Moetela
STUDENT CHAPTER AND YOUNG PROFESSIONALS CO-ORDINATOR
GOVERNANCE STRUCTURE

BOARD MEMBERS’ PROFILES

Bonang Mohale
PRESIDENT
Mr Mohale is currently the chairman of Shell South Africa Holdings (Pty) Ltd, where he also serves as the chairman on the boards of Shell South Africa Refinery (Pty) Ltd, and the South African Petroleum Refinery. He is responsible for the oil, chemical, aviation, marine and lubricants global businesses and is operationally accountable for the retail, fuels and bitumen, supply and distribution classes of businesses, as well as the finance, legal, HR, safety (HSSE) and transformation classes of functions.

Career timeline
• Until 31 December 2008, Mr Mohale spent six years in the CEO position at Drake & Scull FM (Pty) Ltd, an integrated facilities management company owned by the Tsebo Outsourcing Group. He also served as an executive committee member.
• Until May 2003, Mr Mohale was Chief Executive: Shared Services and Associated Companies at Sanlam, a member of the executive committee, alternate director of the Sanlam main board, chairman of the board of TASC, and a director at Infinof, Gensec Property Services and Fundamo. Until 2002, he was the Chief Executive: Corporate Marketing at Sanlam.
• Until August 2001, he was the Executive Vice President at South African Airways (SAA), responsible for strategic alliances, network management and global sales. The revenue generated by this business unit was in excess of R8-billion, of which more than R5-billion was generated outside of South Africa. The staff complement was more than 800, with nine direct reports.

Qualifications
• BCom (Accounting), University of Limpopo
• Bachelor of Accounting Sciences (Hons), Unisa
• Certificate in the Theory of Accounting, Unisa

Themba Dlamini
MANAGING DIRECTOR
Mr Dlamini has more than 15 years’ experience as an executive, primarily in the public sector. Before joining the BMF, Mr Dlamini was the CEO of the National Gambling Board (NGB). In his short stay at the NGB, he had produced an irrefutable strategic plan as well as an annual performance plan for the organisation. He had also introduced the build-operate-and-transfer approach into the NGB’s National Central Electronic Systems (NCEMS), which was previously outsourced to a private company. In the three months he spent at the NGB, Mr Dlamini also wrote an opinion piece arguing for the NGB to be subsumed into the Department of Trade and Industry. In addition, he was Deputy Director-General: Corporate Services and Governance at the Department of Science and Technology, and a special advisor to the former Minister of Labour Membathisi Mdliana, with a focus on skills development and policy matters. Mr Dlamini’s highest qualification is a Masters of Arts in Development Economics from Williams College, Williamstown, Massachusetts, USA.

Glory Koko Khumalo
CA(SA)
DEPUTY PRESIDENT
On the boards of
• EY Africa
• EY South Africa Executive Committee

Qualifications
• BCom (Accounting), University of Limpopo
• Bachelor of Accounting Sciences (Hons), Unisa
• Certificate in the Theory of Accounting, Unisa

Ms Khumalo is currently a partner at Ernst & Young (EY), and is the Africa leader for risk management. She serves on the executive committees of both South Africa and the Africa region. She reports to the Africa CEO and the Europe, Middle East, India and Africa (EMEIA) risk management leader.

She is responsible for legal, compliance, independence, risk management and regulatory services in EY: Sub-Saharan Africa. The Risk Management division plays a dual role, as a support function to the firm’s service lines and as a business enabler. It is responsible for protecting EY from the risks that could arise from offering services to clients throughout Africa. The division provides advice and assistance on independence, conflicts, legal matters and regulatory and risk management issues.

The division also handles claims and queries of an ethical nature. In its oversight of EY Africa operations, the Risk Management division monitors key risk processes to manage the threat of litigation to avoid regulatory enforcement and limit damage to EY’s reputation through the uniformed and consistent application of global policies and systems.

Ms Khumalo is a former PricewaterhouseCoopers (PwC) partner, and has held various positions at PwC, including Managing Partner at the Mpumalanga and Limpopo provinces. She also served on the PwC Governing Board and the Southern Africa Executive Committee.

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Rightwell Mzimkhulu Laxa
PROVINCIAL CHAIRPERSON, MR.MALANGA

Mr Laxa is currently the Senior Vice President at Sasol Satellite Operations. He is responsible for the pipeline transportation of natural gas from Mozambique to the gas pipeline network in South Africa, as well as wax and explosives operations in Durban and Bronkhorstspruit respectively. His early career started in 1995 as a chemical engineer in petrochemicals manufacturing within Sasol. He has gained 20 years of experience in engineering, operations and functional roles. He is also a Director for Sasol Dyno Nobel Joint Venture and Sasol South Africa (Pty) Ltd, as well as a member of Sasol's Group Human Resources Committee.

Qualifications
- Master in Business Leadership (MBL), UNISA
- BSc Engineering (Chemical), Wits
- Executive Development Programme, GIBS.

Membership
- Institute of Directors
- Society of Maintenance and Reliability Professionals (US)
- International Society of Explosives Engineers
- Black Management Forum

Jim Matsho
PROVINCIAL CHAIRPERSON, KWAZULU-NATAL

Mr Matsho then joined the forestry industry and served as a manager in various departments of Mondi (Pty) Ltd, most notably as project manager and woodlot manager. He also serves as the CEO of SiyaQhubeka Forests and Head of Forestry Partners Programme (Pty) Ltd.

Currently, Mr Matsho is the BMF KwaZulu-Natal Chairperson, and recipient of the BMF KZN 2008 Manager of the Year Award. His solid conviction of the ideals of the BMF are a result of his background as the founding member of the BMF Student Chapter at the University of the North (UNIN) and the Ngaka Maseko High School Alumni Association in 2002, the first high school alumni association to be launched by the North West Provincial Education Department in 2004.

Achievements and recognition
- Economics student national finalist representing the UNIN at the Nedbank/Old Mutual Budget Speech Competition for undergraduate and postgraduate categories.
- Achievements from South African Institute of Race Relations (SAIRR)
- The R.H. Hagar Trust Scholarship for an honours degree
- White Water Award for breakthrough operational performance at Shell SA Retail (North-East Region)
- Outstanding Delivery Performance (2007)
- Sustainability Award (2009) and Divisional Diamond Award for Sustainability (2009).

On the boards of
- Non-Executive Director at Tshwane Economic Development Agency (TEDA)
- Khulanathi Forestry (Pty) Ltd (chairman)
- Uthungulu Community Foundation (UCF)
- Trusteehip at Khulanathi Growers Trust
- BMF Trust.

Qualifications
- BCom Economics, UNIN
- BCom Honours in Business Management, UNIN
- BCom Honours in Economics, Vista
- MCom Marketing, University of Pretoria
- MBL, UNISA School of Business Leadership
- MCom Economics, University of Zimbabwe
- MCom Leadership, University of KwaZulu-Natal
- Diploma in Corporate Law, University of Johannesburg

Several short courses, including the Economic Promotion Leadership Programme from GDP Global Development in London, UK.

Tshegofatso Gopane
PROVINCIAL CHAIRPERSON, NORTHERN CAPE

Dr. Gopane is a medical practitioner who still runs her own GP practice. She started Tshela Bophelo Wellness Solutions in 2010, which is a company focusing on health-related matters and sustainable development consulting for corporates. The company does health promotion campaigns, employee wellness strategies and programmes for organisations in the area of sustainable development, with the key focus areas in environment and community development and participation. The company employs a variety of consultants in the various fields of health, environment and development.

Currently, Dr. Gopane serves as the Provincial Secretary for South African Women in Mining organisation in the Northern Cape.

Qualifications
- MBChB, University of KwaZulu-Natal (2004)
- Postgraduate Diploma in Business Administration, UNISA School of Business Leadership
- Certificate in Corporate Governance, the Institute of Directors South Africa (in partnership with the Department of Trade and Industry)
- Currently pursuing an MSc in Strategic Planning, University of Edinburgh.

John Mudau
PROVINCIAL CHAIRPERSON, LIMPOPO

Dr. Mudau is currently the CEO of UIGC (Pty) Ltd, a company wholly owned by the University of Venda (UNIVEN).

Before joining UIGC, Dr. Mudau worked and served on several committees within and
outside the structures of the BMF.

Up until 2013, he was Deputy Director at the UNIVEN Centre for Rural Development and Poverty Alleviation (CRDPA). During his time at the CRDPA – apart from providing managerial, administrative and policy implementation support – he also produced several masters and doctoral graduates in the rural development space.

Up until 2009, Dr. Mudau was a senior lecturer in the Department of Social Work at UNIVEN. His role involved teaching, research and community development. It was during this time that he facilitated the establishment of several community projects in Limpopo and especially in the Vhembe region.

Qualifications
- BA Social Work, UNIVEN
- MA Supervision and Management, University of Pretoria
- PhD, UNIVEN
- Certificate in Social Policy Formulation and Implementation, Oxford University, UK
- Executive Programme At The Top, University of Virginia, USA
- Currently studying towards an MBA, Tswane University of Technology

Andile Nomlala
PROVINCIAL CHAIRPERSON, WESTERN CAPE
In 2009, Mr Nomlala founded Ngwayibanjwa Consulting Services (NCS). The business started out as a strategic marketing consultancy firm, focusing on the young, black professionals market, for companies such as Sanlam, Protea Hotels Group and Vodacom. He has since built up his business to become a fully licensed business partner of Vodacom, focusing on the distribution of Vodacom GSM and fixed line solutions. NCS is now an IT solutions integrator with a focus on public, private and hybrid cloud design and deployment. The company boasts a full spectrum of clients from both the public and private sectors.

Mr Nomlala remained true to his entrepreneurial spirit and launched NCR Accredited, which offers short-term loans to businesses, as well as finance for rental deposits, focusing particularly on the young professionals market, where the barrier to entry into the rental market is very high or too expensive to fund as an individual.

He was also a member of the BMF Young Professionals before he was elected as the BMF Western Cape Provincial Treasurer. He now serves as the BMF Western Cape Chairperson and BMF Board member. Mr Nomlala also served on the steering committee of the Western Cape Economic Development Partnership Board, which developed the Western Cape Business Competitive Index. He is also a Member of the Cape Town Club.

In 2008, Mr Nomlala was assigned to project manage a multimillion-rand contract from PRASA. The contract was awarded to Goldex Engineering and Maintenance (GEM), where Mr Nomlala served as the Financial Manager and later as Group Procurement Head, for the refurbishment of Metrorail coaches in Cape Town. His responsibilities included the setting up of the plant, procuring components within and outside the country and ensuring the overall project implementation and success.

Nela Mojanaga
PROVINCIAL CHAIRPERSON, NORTH WEST
Ms Mojanaga qualified as a social worker in 1983, at the University of Fort Hare. She honed her skills by pursuing postgraduate diplomas in Community Development, Health Management and Facility Management from various universities, including the Afro-Asian Institute in Israel, Sheffield Hallam, the National Institute of Public Health in Japan, the University of Natal, the University of Cape Town, the University of Free State and the North West University. Ms Mojanaga worked as a social worker for a period of 12 years, and practised as a case worker, group worker and a community developer for seven of these 12 years.

She worked in Botshabelo in the Free State for a period of 12 years. During this time, she was also involved in philanthropic work throughout the province, in various organisations such as the Trust for Christian Outreach and Education (TCOE), the National Progressive Primary Health Care Network (NPPHCN) and the Orange Free State Rural Committee (OFSRUC). She also established the District Health System in Ventersdorp and Dr Kenneth Kaunda Municipality in 1996. Her primary focus was to provide strategic leadership in integrating fragmented health and social welfare services.

Achievements and recognition
- TCOE for Dedicated Service Delivery to Communities in 1999
- Premier’s Award for Outstanding Performance in Health Care Service Delivery in 1998 and 2003
- Centre for Public Service Innovation (CPSI) Silver Awards for Public Private Partnership and Innovation in Improving Service Delivery in 2009.

Since 2003, Ms Mojanaga has been actively involved in the BMF. Currently, she is the Chief Director at the Department of Health, North West, and a board member of the North West Development Corporation.

Thabisa Sigwela
PROVINCIAL CHAIRPERSON, EASTERN CAPE
Ms Sigwela is a socio-economic transformation catalyst, whose vision and skills have contributed to the attainment of business goals and objectives of various corporations that she previously worked for, namely: Coca Cola Sabco, Edcon Group, Transnet National Ports Authority and Eastern Cape Provincial Treasury. Currently Ms Sigwela holds the position of General Manager: Corporate Services in the Eastern Cape Department of Economic Development, Environmental Affairs and Tourism.

Ms Sigwela holds an honours degree in Industrial and Organisational Psychology. She is currently completing her MCom degree at Stellenbosch University. She is also a registered Psychometrist with the Health Professions Board of South Africa, and a chartered HR professional who has gained extensive experience in the field of human capital management. She is a multi-talented professional with experience in the turnaround of various organisations.
leader with a passion for transformation, sustainable socio-economic growth and development of the country.

In 2011, Ms Sigwela won the BMF Manager of the Year Award in recognition of the sterling work that she has achieved as a leader and change agent over the years.

Ms Sigwela is currently the Chairperson of the BMF in the Eastern Cape Province. She is passionate about the advancement of women and youth, especially those from previously disadvantaged backgrounds.

**Achievements and recognition**
- 2014 Inkanyazi Service Award by SAWE
- 2013 Best Performing Quality Intervention Technology Award by the Department of Trade and Industry
- Ligugu Lami Award by Brandhouse Pitch and Polish
- Finalist of Eskom’s BIC 2010
- 2013 Best Female Entrepreneur by the International Labour Organisation.

**Qualifications**
- MA Economics (UCT)
- MBA (AIC, Massachusetts).

**Tasneem Fredericks**
**COMPANY SECRETARY**
Ms Fredericks is the director of law firm Fredericks Incorporated. She holds an LLB Degree from the University of Port Elizabeth and is an admitted attorney, notary public and conveyancer. She has practised law for over 10 years and specialises in commercial law, conveyancing, entrepreneurial law, business rescue proceedings, and negotiating for the taxi industry with the Nelson Mandela Bay Metropolitan Municipality in the Integrated Public Transport System.

She holds a Certificate in Director Development and Corporate Governance through the Institute of Directors and the Department of Trade and Industry. She has gained extensive experience in the drafting of MOIs and advising on compliance issues relating to the Companies Act 2008.

She is the nominated consultant to the taxi industry for the Integrated Public Transport System for the Nelson Mandela Bay Metropolitan and consults extensively on the legal aspects. These include negotiating the interim and once-off 12-year contract contained in the National Land Transport Act and various legislation such as the Municipal Finance Management Act, the Preferential Procurement Policy Framework Act and the Municipal Supply Chain Management Regulations, to name a few.

She is currently the Company Secretary for the BMF and provides direction to the board on all its legal and compliance issues.

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**Masabatha Mthwecu**
**CO-OPTED DIRECTOR**
Ms Mthwecu is a seasoned corporate executive with career experience spanning more than 20 years. She has been a transportation researcher, a visiting professor in Economics at Mount Holyoke College in Massachusetts, a housing finance practitioner, a JIPSA co-ordinator for the deputy president of South Africa, and an executive in real estate asset management, energy management and small enterprise development. Ms Mthwecu has also served at an executive level in various companies, and presented international papers and authored various publications during her career.

She is the founder of the Tshedza Community Development Trust and sits on various boards, including the BMF. Currently, she chairs the Arup Education Trust.

Throughout her busy career, she has travelled the world thrice.

**Qualifications**
- MA Economics (UCT)
- MBA (AIC, Massachusetts).

**Mncane Mthunzi**
**CO-OPTED DIRECTOR**
Mr Mncane was the Supplier Development Executive at Massmart for more than three years before joining the Massbuild team.

For a period of three years, he also served as the Managing Director of the BMF.

He is also the former CEO of the Consumer Goods Council of South Africa (CGCSA).

Prior to joining the BMF, he worked for Microsoft as an enterprise strategy consultant and later in a sales executive role.

His leadership and stakeholder involvement includes serving as a director on various boards charity organisations.

**Thandi Ngwane**
**CO-OPTED DIRECTOR**
Ms Ngwane is the Head of Strategic Markets at Allan Gray (Pty) Ltd. Her department is responsible for gaining insight into the areas of the South African market where the brand does not have a footprint. It is also entrusted to develop a strategy to ensure business relevance in these market segments over time and oversee the successful implementation of investor education and the establishment of the brand in various markets.

**Qualifications**
- General Management Program (Harvard Business School)
- Advanced CFP (UFS)
- Duke Leadership Program (Duke)
- Masters in Business Law (UKZN)
- Postgraduate in Financial Planning (UFS)
- Bachelor in Law (UKZN)
- Bachelor of Social Science (UKZN).
GOVERNANCE STRUCTURE

Previous positions
• Head: Private Clients – Allan Gray
• Business Development Manager – Allan Gray
• National Compliance Officer – Old Mutual
• Senior Marketing Consultant – Old Mutual
• Legal Advisor – Old Mutual
• Candidate Attorney and then Qualified Assistant – Shepstone and Wylie Attorneys.

On the boards of
• BMF (non-executive director)
• Resource and Development Foundation Western Cape (director)
• Allan Gray Employee Holdings (Pty) Ltd (director)
• Allan Gray Employee Empowerment Share Trust (director).

Thuso Segopolo
NATIONAL CHAIRPERSON OF BMF YOUNG PROFESSIONALS
Mr Segopolo is a business analyst by profession at Afrozaar Consulting in Cape Town. He has represented South Africa in a number of international leadership gatherings, including the World Business Dialogue in Germany and the Global Engagement Summit in Chicago, US.

In 2013, he was selected as one of the Global Shapers for World Economic Forum. His academic achievements include two BTech degrees in Information Technology and Business Administration respectively.

Currently, Mr Segopolo is a scholar at the Thabo Mbeki African Leadership Institute, where he is currently studying Good Governance and Anti-Corruption in Africa.

Godfrey Maja
NATIONAL STUDENT CHAPTER CHAIRPERSON
Mr Maja is currently part of the Retail & Business Banking division at Barclay’s Africa, working as an acquisition banker.

Before joining Barclay’s, he was part of Microsoft South Africa (Legal and Corporate Affairs team), where he supported the work of the corporate affairs manager by, among other things, building relationships and participating in dialogues with stakeholders, aimed at helping the company achieve its national plan.

Mr Maja has experience in policy formulation, legislative and regulatory policies concerning ICT, such as privacy, data protection, cyber security, compliance, and contracts. He also has a keen interest in company law, property, financial services and business in general.

He was nominated in the Top 100 Brightest Young Minds South Africa 2014, an initiative supported by Barclay’s. Throughout his academic career at Wits University, Mr Maja has gained short- and medium-term experience at institutions such as the Independent Electoral Commission (IEC), the Wits School of Economics & Business Sciences, the Wits Law Clinic as well as Edward Nathan Sonnenbergs (ENS) Africa.

During this period, one of his pieces was published in the Wits Law School Magazine.

Qualifications and academic achievements
• Law (LLB) Degree, Wits
• Currently studying towards a Postgraduate Diploma in Management at Wits
• Obtained National Senior Certificate as the highest performing learner at Dr WF Nkomok Secondary School, Tshwane.

‘The BMF aims to create a research and thought leadership capacity within the BMF that stimulates intellectual conversation and drives engagement around issues of transformation, management and leadership within South Africa.’
BOARD COMMITTEES

Board committees are pivotal in driving policy formulation and the strategic direction of the Black Management Forum (BMF). The BMF has nine committees and the Board appoints members annually from within its membership.

EXECUTIVE COMMITTEE
This committee is responsible for ensuring that the Board’s resolutions and strategies are implemented throughout the organisation.

Members: Bonang F Mohale (Chairman), Koko Khumalo, Tasneem Fredericks, Themba Dlamini, Langa Manqele, Ledile Bopape, Philani Dlamini and Busi Mavuso.

POLICY AND RESEARCH COMMITTEE
This committee ensures that adequate research is produced to inform the BMF’s leadership and advocacy. The committee then strategically and proactively facilitates the development of positions for the BMF and its members to accomplish its vision.

Members: Dumisani Mpafa (Chairman), Bonang F Mohale Mbhazima Makhubele, Themba Dlamini, Koko Khumalo, Langa Manqele, Thuso Segopolo, Chose Choeu, Dr. Meshack Khoza, Ledile Bopape and Iviwe Rwayi (Co-ordinator).

AUDIT AND RISK COMMITTEE
This committee is tasked with facilitating and ensuring that the Board is fulfilling its responsibilities to stakeholders, and managing the organisation’s risk. The committee consists of non-executive BMF directors and independent external directors who have financial and risk management expertise.

Members: Vincent Mamburu (Chairman), Siphokazi Nxweni, Modise Moloaanya, Thabile Wonci, Themba Dlamini, Philani Dlamini, Busi Mavuso and Ledile Bopape.

NATIONAL EVENTS COMMITTEE
This Committee is primarily responsible for the oversight and organisation of flagship and major events, which include the Annual Conference, and awards and corporate update events.

Members: Mncane Mthunzi (Chairman), Bonang F Mohale, Themba Dlamini, Koko Khumalo, Busi Mavuso, Simphiwe Mntambo, Thandeka Mafu, Tshegofatso Gopane, Loyiso Jantjies, Ledile Bopape and Audrey Mankge (Co-ordinator).

HR AND REMUNERATION COMMITTEE
This committee is tasked with recommending remuneration for executives and staff to the Board. It plays an integral part in succession planning, particularly regarding the managing director and executive management staff.

Members: Nela Mojanaga (Chairman), Bonang F Mohale, Themba Dlamini, Mojanaga, Jim Matshe, Mozi Nzama, ThabisaSigwela and Ledile Bopape.

EDITORIAL COMMITTEE
This committee is responsible for checking and approving the content of the BMF’s publication. Responsibilities include giving support and advice to the editor and the publishing house.

Members: Mncane Mthunzi (Chairman), Bonang F Mohale, Themba Dlamini, Koko Khumalo, Busi Mavuso, Dominic Milazi and Ledile Bopape.

GENDER DESK COMMITTEE
This committee, mandated to address gender mainstreaming, is constituted by the Board and championed by Deputy President Koko Khumalo.

Members: Koko Khumalo (Chairman), Mpho Moseki, Yvonne Mathabatha, Simphiwe Mntambo, Sibongile Boci, Quinton Leryal, Nela Mojanaga and Iviwe Rwayi (Co-ordinator).

‘The current provincial chairpersons have been mandated to ensure that the BMF Council of Elders take effect. Induction of members at all times remains a prerequisite.’
ORGANISATIONAL STRATEGY OVERVIEW

TRANSFORMATION BAROMETER AND MASTER PLAN
A number of initiatives have been started, mainly based on developing a solid foundation for the policy and research agenda of the Black Management Forum (BMF). It started with a concept document, followed by provincial road shows with members. This was augmented by strategic engagements with key research institutions as a basis of modelling the BMF policy and research agenda. The following institutions were engaged: the Thabo Mbeki African Leadership Institute (TMALI); the Reserve Bank Academy; the Mapungubwe Institute for Strategic Reflection (Mistra); the National Labour and Economic Development Institute (NALEDI); and Transnet Academy.

Meetings were held with key BMF luminaries such as Eric Mafuna, Ruel Khoza, and Jerry Vilakazi. Only two provinces are yet to be consulted, namely Gauteng and KwaZulu-Natal. Once these have been completed, a policy and research agenda will be consolidated and presented to the Policy and Research Committee.

The research on the Transformation Barometer is complete and a final report was submitted to the BMF on 19 December 2014. A workshop with the Research Committee took place on 15 January 2015. Thereafter a process to develop and finalise the Transformation Master Plan started.

The report of the Transformation Barometer was successfully launched in partnership with Deloitte on 2 September 2015.

The Transformation Master Plan draft has been formulated and discussed at various BMF platforms and should be finalised before the end of the year.

STRATEGIC INPUTS TO NATIONAL POLICY PROCESSES
The BMF has been requested to provide inputs and insights on a range of national policy processes. These include B-BBEE codes, financial services codes and the national minimum wage. The organisation also continues to make inputs with regards to challenges and/or problems pertaining to the energy crisis in the South Africa.

The BMF is actively engaging with the National Economic Development and Labour Council (Nedlac) to formulate a position paper on the national minimum wage.

ADVOCACY
In the year under review, the BMF participated in a round table discussion with Graça Machel, covering the economic impact of ebola on business in Africa, the Living Wage Conference with The Labour Research Service, and a presentation to the Parliament Portfolio Committee on Labour on the national minimum wage.

The organisation also continued in advocacy by issuing press releases on this year’s shortcomings in the State of Nation Address. Additionally, the organisation has publicly called for a review of the Public Procurement Policy Framework Act.

The stability of state-owned enterprises, especially Eskom, was another concern the organisation raised publicly and with the respective Executive Authority.

The organisation’s comment on the notice of clarification on the B-BBEE Act of 2013 (Act 46 of 2013) sent shock waves through corporate South Africa, to the extent that the BMF was requested to deploy an expert to a task team of the Department of Trade and Industry on B-BBEE.

The e-toll project in Gauteng remains a thorn in the minds of many Gauteng commuters. The BMF has consistently argued on a number of public platforms against the imposition of the e-tolls, especially with respect to the impact this project has on the working class.

The jury is still out as to who owns the e-toll project in Gauteng remains a thorn in the minds of many Gauteng commuters. The BMF has consistently argued on a number of public platforms against the imposition of the e-tolls, especially with respect to the impact this project has on the working class.

Membership by Province as of July 2015

The figure below shows that membership in the most of the provinces remains a fundamental challenge. The target set by the Board in August 2014 that each province increase membership by 100 members is far from being achieved.

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Racial Breakdown of Individual Membership

According to our vision, the BMF is a non-racial and non-sexist thought-leadership organisation. However, the data shows that there are too few Indians, coloureds and whites in the organisation. In terms of gender parity, the BMF remains an African, male-dominated organisation. Therefore, there is a need to enhance the role of the Gender Desk so that it can address this challenge.

There is an improvement in terms of active members, compared to the previous quarters.

NATIONAL EVENTS

The National Events Committee’s role is to professionally plan and successfully execute all national events. The Committee ensures that these activities are planned in line with the overall strategic objectives. Below is a snapshot of the events that took place in the year under review.

Executive Business Breakfast

This year, the Executive Business Breakfast saw CEOs and business people sharing stories of how they’ve progressed in their careers, with a special focus on transformational leadership in corporate South Africa. Speakers included CEO of SizweNtsalubaGobodo (SNG) Victor Sekese, CEO of the National Ports Authority Tau Morwe, Nonkululeko Gobodo of SNG, CEO of Shell South Africa Bonang Mohang and CEO of Rand Water Percy Sechamane.

Conversations with CEOs

This platform was established, under the stewardship of the BMF deputy president, for senior executives to engage and celebrate each other’s success stories. The Young Professionals branch was also invited to learn from these transformational leaders.

The Maduke Lot Ndlovu Legacy Trust projects

- The Lot Ndlovu Memorial Golf Day and Lecture: These events were successfully executed and will continue to feature in the National Events calendar. The Maduke Lot Ndlovu Legacy Trust, golf ambassadors, NestLife and the Professional Golfers Association (PGA) have consistently supported this initiative.
- The Memorial Lecture: The Deputy Chief Justice Dikgang Motsepe gave an annual lecture in commemoration of the late Lot Ndlovu. This lecture is hosted every year in August.
- The Bursary Scheme: The Maduke Lot Ndlovu Legacy Trust was officially launched as a separate entity from the BMF, and the trustees are inter alia Professor Wiseman Nkuhlu (Chairperson), Themba TC Dlamini, Mncane Mthunzi and Monde Ndlovu. The Trust has granted full-time bursaries to three students who are currently enrolled at the University of the Witwatersrand.
- The Book Project: The Trust also undertook to publish a book on the late Lot Ndlovu, entitled Lot Speaks: the BMF and I. The book is set to be launched in October 2015.

BMF GENDER DESK

After the Gender Desk was launched, the Planning Beyond our Lifetime campaign was launched. Seminars were conducted in five provinces: the Eastern Cape; Limpopo; Gauteng; Northern Cape; and KwaZulu-Natal.

- Ekurhuleni Women in Leadership: The Ekurhuleni branch hosted a Women in Leadership Seminar on Thursday, 16 October 2014.
- Quarterly Gender Desk debates: The Gender Desk debates were launched on 27 November 2014, and the main speakers included Mrs Daphne Mashile-Nkosi and Minister Susan Shabangu.
- Gender Desk blog: The Gender Desk blog is up and active on the BMF website. The blog includes weekly articles and conversations on gender mainstreaming.
- Empowerment Women’s High Tea: This is one of the platforms where the BMF invites a seasoned female leader to share her journey and experiences to motivate and empower other women. This event is mainly focused on financial planning, and the invited women are in middle to senior management positions.

CORPORATE UPDATE DINNER (CUD)

The CUD is one of the flagship programmes of the BMF and it has proven to be a success from both attendance and profit-making perspectives. The theme for this term was ‘Realising Transformation Dividends through Courageous Leadership’. A target was set at R800 000, and 75% of this was achieved.
STATE OF THE ORGANISATION

LEADERSHIP DEVELOPMENT PROGRAMME

The BMF and SAB partnered to create a programme on leadership development. The programme took the form of a camp, which consisted of 100 delegates from the Student Chapter and the SRC leadership. The programme covered the following modules:
1) Personal Leadership
2) Organisational Leadership (including Systems Thinking)
3) Interpersonal Leadership

SPONSORSHIPS

The BMF is still endeavouring to acquire more anchor partners. The current economic condition and change in the organisation’s business strategies have made raising funds hugely challenging. However, Transnet, Rand Water and Standard Bank have come on board to support the BMF programmes.

Standard Bank committed to partner with the BMF on the Conversations with CEOs events, the first Lot Ndlovu Golf Day, and the Young Professionals Development Programme (YP DP). Officials from the national office also partook in a course called Managing for Results. Nampak, as the first corporate to pledge towards the Trust, has continued to support the BMF.

Deloitte, a knowledge partner of the BMF, financially committed to fund the BMF Transformation Barometer, and have made a contribution to the Maduke Lot Ndlovu Legacy Trust, supported the Student Chapter Summit and the BMF Gender Debate, and they are availing their office park for BMF workshops.

Procter and Gamble (P&G) has partnered with the BMF to support our Student Chapter in hosting work-readiness workshops around the country. The Massmart Market Research Project has also proven to be a success, with positive feedback from the students who have benefited from the partnership.

Allan Gray, another partner, continued to provide capacity building and development training programmes/seminars to prepare students to enter the labour market.

Transnet, the National Ports Authority and Rand Water have consistently ensured that students to enter the labour market. The BMF and SAB partnered to create a broader corporate community an opportunity to interact with organisations at a high level.

Project has also proven to be a success, with positive feedback from the students who have benefited from the partnership.

Active engagements include:
- The Presidential Advisory Council on B-BBEE – BMF Deputy President Ms Glory Koko Khumalo has replaced Dr. Don Mkhwanazi.
- BMF Deputy President Ms Glory Koko Khumalo and Vice-President of the Black Business Council (BBC) Sandile Zungu play an active role in the radical economic transformation spearheaded by Deputy President of RSA Cyril Ramaphosa.
- Minister of Labour – national minimum wage.
- The Department of Human Settlements – the Youth Brigade in human settlements. The BMF is a signatory to the accord and the focus is primarily on the Young Professionals.
- Free State Province – the Human Resource Development Council is represented by the BMF president.
- Colloquium on SMMEs as an affiliate to the BBC.
- The Department of Trade and Industry – Black Industrialist Programme.
- The National Economic Development and Labour Council – the BMF is also represented in this forum.

IN THE PIPELINE

Memorandums of Understanding with the following are still in the pipeline:
- Minister of Labour
- International Labour Organisation
- The Minister of Sport and Recreation is still trying to secure availability
- MEC – provincial treasury
- MERSETA
- BMF/Deloitte/Orjet-National Mentorship Movement
- Aluminium Beneficiation Initiative
- Partnership with Matjhabeng Municipality and Welkom

The STUDENT CHAPTER (SC)

The SC held a successful summit on 30-31 October at Edcon Retail Academy.

YOUNG PROFESSIONALS (YP)

The YP Development Programme – which focuses on skills, development and empowerment – was rolled out Gauteng and Mpumalanga, with the support of the Pacific Institute as a knowledge partner that provided study material and facilitators.

The Department of Human Settlements

The BMF SC and YP programmes have committed to support government initiatives, including the commitment of the Department of Human Settlements to deliver 1.5-million houses over a period of five years. The YP and SC, together with a number of other organisations, have committed to support the Department in its effort to provide skills and trade development across all infrastructure development programmes.

Policy Input

The BMF YP has made a presentation and provided written input into the Youth Policy.

BOARD AND MEMBERSHIP GOVERNANCE TRAINING

The Board has resolved that all non-executive directors (NEDs), provincial and branch management committee members attend a seminar on corporate governance as part of their induction. PwC conducted governance training in most of the provinces. The training continues to ensure that other ordinary members attend.

All current BMF NEDs are registered with the Institute of Directors Southern Africa.
PROVINCIAL REPORTS

EASTERN CAPE
Provincial Chairperson: Thabisa Sigwela

I am delighted to present the midterm report of the Provincial Executive Committee of the BMF Eastern Cape.

It is worth noting that the current leadership, which was elected into office in September 2014, is still in office and there’s no recorded resignation thus far. As the country reflected on its achievements and challenges over the 20-year democratic dispensation, the BMF Eastern Cape hosted its Annual Conference on 12 September 2014. The Conference focused on the effectiveness of leadership and governance within various strategic public institutions and privately owned companies, which is central to the gains the country has realised over the past two decades.

The BMF Eastern Cape critically reviewed the successes and challenges experienced by Eastern Cape boards, as well as boards in the rest of the country, and the Conference highlighted key teachings for future. We were graced by the presence of MD Mr Themba Dlamini, who presented the value proposition of the BMF. We thank you, MD, for your support – nangoms! The 2014 Annual Conference agreed on the following resolutions:

- The BMF must build strong partnerships that will yield positive outcomes through MoUs with provincial government, parastatals and other entities.
- The BMF must provide guidance and technical assistance to public institutions in order to accelerate the implementation of the transformation agenda.
- The BMF is to have intervention programmes for public entities’ boards in order to strengthen leadership capability and governance.
- The BMF is to continue being vocal on socio-economic transformation issues, such as SMME development and support and creating black industrialists or entrepreneurs.
- The BMF must strengthen lobbying and advocacy through its research and policy unit, and increase its visibility.

The Conference culminated in a Gala Dinner, which highlighted and celebrated leaders in the public and SMME sectors who have been icons of transformational leadership and change over the past two decades. The BMF also recognised professionals in various categories who have contributed to cultivating and anchoring principles of transformational and ethical leadership in their work environment. The guest speaker at the Gala Dinner was MEC for Eastern Cape Provincial Treasury and Economic Development Honourable Sakhumzi Somyo. The following awards were conferred as follows:

- Student Chapter of the Year – Rhodes University
- Progressive Student of the Year – Miss Khulukazi Mtebele
- Young Professional of the Year – Mr Ismail Hassen
- Woman in Business Leadership Award – Mrs Xoliswa Tini
- Manager of the Year – Mr Anele Qaba

The Special awards were conferred as follows:

- Board of the Year (provincial entities) – The Eastern Cape Socio Economic Consultative Council (ECSECC)
- Board of the Year (municipal entities) – Mandela Bay Development Agency (MBDA)

The Special awards were conferred as follows:

- Certificate of Appreciation – PricewaterhouseCoopers (PwC)
- Lifetime Achiever Award – Prof. Malusi Balintulo

The Conference was a success, as it yielded prospects for the province and strengthened the brand image of the BMF. We also commend the support of our stakeholders. In taking the vision of the BMF forward, the Provincial Executive Committee held its strategic planning session on 7 November 2014, to dissect the national strategic planning session under the leadership of YP Provincial Chairperson Mr Buntu Bam. The Programme started in May 2015 and will continue until December 2015, and targets members of the YP who are in entry management positions, with the aim to equip them with leadership and managerial skills.

From a stakeholder front, the following stakeholders were engaged: Eskom; Sanlam; Coca-Cola Sabco; Coca-Cola Fortune; the Eastern Cape Socio-Economic Consultative Council (ECSECC); The Eastern Cape Gambling and Betting Board; the Herald; Daily Dispatch; Harry’s Printers; FNB; Nelson Mandela Bay Metro; and Volkswagen South Africa. It is heartwarming to report that MoU/partnership agreements have been concluded. The leadership is committed to continue with a rigorous programme of stakeholder engagement, in pursuit of sustainable, strategic relationships and potential sponsorship partners.
In sustaining women empowerment, the Gender Desk has been launched in all Eastern Cape branches and the province has hosted the Planning Beyond your Lifetime Seminars by Sanlam. The purpose of these seminars is to empower women with knowledge and skills to prepare them to manage their wealth portfolios, for today and the future.

There are more programmes in the pipeline, such as the Corporate Governance Training Programme, leadership seminars, Conversations with CECs, and women empowerment workshops.

We remain committed to engaging our stakeholders in the province and advancing the cause of the BMF. Key to all of this is the capacitation of branches and provincial offices, in order to deliver on the sole mandate of the BMF, which is to develop managerial and leadership capability, primarily of black professionals.

FREE STATE
Provincial Chairperson: Annah Lelimo
The year under review has been very challenging for the BMF Free State, especially with the changes in leadership, which had to continue despite many unresolved internal challenges. However, we look ahead with more optimism and determination to pursue the objectives of our noble organisation.

The BMF Free State is made up of two active branches: Welkom and Bloemfontein. The QwaQwa branch has been inactive but, with the help of the national office, plans are underway to revive the branch.

Attracting and retaining new members in all of our branches has been a challenge. We are currently using the services of marketing interns from the Central University of Technology (CUT) to profile members and increase our numbers. A number of recommendations, including hosting open days and networking sessions, have been made and we believe these will help increase our provincial membership.

The BMF Free State remains committed to working to address past challenges with the aim to build unity in the province. One of our internal challenges is strengthening the Young Professionals and the Student Chapter in our province through capacity building and improved support of their programmes.

We continue to promote youth and women empowerment, and we have programmes in place to ensure that we successfully contribute in these two areas. Additionally, we are working on programmes and initiatives aimed at empowering our general membership, and our relationship with PricewaterhouseCoopers (PwC) has made it possible to us to start regaining trust and belief in the BMF brand among members.

We have also been able to engage and revive our relationships with stakeholders, and are working towards solid agreements to ensure that we take full advantage of the support and knowledge afforded to us. The institutions engaged so far include CUT, the Free State Development Corporation, the University of the Free State, Sanlam and PwC. During the year under review, we hosted numerous events and activities, including:

- The 2015 Budget Speech with Minister of Finance Nhlanhla Nene on 27 February, hosted by PwC.
- John-Williams Whisky tasting on 18 April 2015, hosted by the Bloemfontein branch.
- Invitation to the Freedom Charter Forum in Parys, hosted by Free State Premier Ace Magashule.
- The National Gender Debate on March 14, hosted by BMF Deputy President Ms Koko Khumalo and Sanlam in Bloemfontein.

Overall, the BMF Free State has shown determination to work for the great collective of its members. This is seen in the support our various branches have been giving to one another.

There is still more work to be done to ensure that the BMF brand is properly positioned. However, to achieve any sustainable achievement in the future, we need to work closely with all stakeholders. The consistent support of our external supporters has helped us greatly in the past months, and we plan to give them value for their money.

We would like to use this opportunity to express our gratitude to each and every individual who strives to build a vibrant BMF in our province. We would also like to thank our valuable members for believing in the BMF Free State. Together we can make the BMF Free State a proud and improved organisation.

GAUTENG
Provincial Chairperson: Langa Manqele
Over the past three months, the BMF Gauteng’s efforts have been dedicated to the Transformation Policy, in preparation for a decisive policy conference which took place on 21 August 2015.

The province has also worked closely with all its branches to promote the Young Professionals ideal to drive awareness on the Black Industrialists Programme.

All of our branches are currently busy with their Annual General Meetings, which were due to be complete by the end of September.

In terms of the strategic objectives set out by the BMF, the BMF Gauteng failed to do any work on managerial development. However, significant progress has been made in the other two areas of focus, namely: thought leadership and advancing socio-economic transformation.

In terms of thought leadership, the BMF Gauteng has developed policy conference papers on the following:

- The JSE Top 40 C-Suite Demographic Profile – an assessment of the extent to which gender and racial transformation has been effected in the top management of the Top 40 JSE companies.
- Direct ownership case studies – an assessment of key trends and common challenges affecting direct ownership (examples drawn from the banking and energy sectors).
- PPPFA Regulations – prepared comments on PPPFA Regulations for consideration and adoption by the Provincial Policy Committee.

To advance socio-economic transformation, the BMF Gauteng hosted a B-BBEE workshop with the Department of Trade and Industry on 16 July 2015. The Hulamin and BHP Billiton Aluminium Beneficiation Initiative was also presented to the province in July 2015. Other events include:

- The Provincial Policy Conference on 21 August 2015.
- The Provincial Annual General Meeting on 19 September 2015.

Despite the successes in the BMF Gauteng, we also acknowledge that we have some challenges to overcome, including:

- The membership system – the membership application process is tedious and data integrity is unreliable. The national office still lacks the capacity to provide a membership analysis.
- Cost centre references – the cost centre references for the provinces and branches have not been implemented.

KWAZULU-NATAL
Provincial Chairperson: Jim Matsho
The year under review has been both challenging and exciting for the BMF Kwazulu-
Natal. I’m humbled by the successes we’ve achieved to date, but we were sadly unable to retain some of our members who relocated to other provinces due to the nature of their profession, growth or development.

This year is the second year since the National Development Plan has been implemented and hopes are that the developmental goals will benefit our province going forward, as there are potential projects which can create decent and sustainable jobs. At this juncture, our economy is not performing well compared to previous years and this poses serious threats in terms of creating jobs and sponsorship.

Finally, towards the end of the term, an agreement was reached to roll out the Director Development Workshop. The first session was held in Richards Bay and other branches will follow in due course. We hope these types of programmes will become mandatory for BMF members to attend, especially those interested in leading the BMF or serving on the boards as non-executive directors.

We’ve managed to maintain and sustain our branch under tough conditions. We’ve realised that not all black managers are prepared to associate themselves with the BMF in public, as some cited this to be a career-limiting move. Some would rather support fundraising gala events than take up leadership positions at the BMF.

The smooth operation of the Provincial Executive Committee has been affected by the relocation of members to other provinces, as mentioned previously. During my tenure alone, all of my deputies have relocated to the Gauteng Province, including the BMF Durban branch chairperson early this year. Capacity was affected, which resulted in significant administrative challenges. As a result of this migration, the growth in membership has not been impressive, but there was a slight improvement towards the end of 2014. We hope the membership database and information integrity will be improved from national office, and hope it will be rectified sooner than later.

Provincial members and delegates participated in the following forums:
• KZN Financial Literacy Association AGM in Pietermaritzburg
• Food Security Indaba in Sandton
• NDP 2030 Summit at Emperors Palace
• Director development workshop for board members and branch members

• Participated in local radio station debate addressing transformation, BEE and management development
• Provincial dialogues as invited guest among other KZN African Business Convention (ABC).

The BMF KZN leadership would like to alert the national office to these matters:
• National/provincial survey for the purging and victimisation of black managers.
• Securing of sponsors for the provincial Saturday School in eShowe.
• Implementation of provincial project in agriculture and mining.
• Mentorship for young managers in both the public and private sectors.

The BMF is truly a fertile ground to train aspirant black managers, future directors and leaders to drive our country to new levels. It was a journey well travelled and full of memories as we observe different leaders lead this province during different times in the life of the BMF KZN. Partnerships, based on shared resources and common goals, are critical going forward.

We would like to thank those who have supported us during our tenure. All of the transformation goals have not yet been realised in the first 21 years of this democratic state, but there is hope that the next generation of leaders will be equal to the task. The emancipation of black people has still not been achieved, and there is still a long journey ahead to the Promised Land. Together we can win the battle, but divided we shall fall. Transformation is a challenge and painful journey; however, we are proud to have championed some of the policy positions that have shaped our beloved organisation.

Lastly, I hope that the network and vibrancy created in the province will continue beyond our term of office. Let’s all unite as Africans to strategise, plan and assist each other. We value your support, contribution, guidance and hope to continue in the same way going forward. It is not yet uhuru, aluta continua.

LIMPOPO
Provincial Chairperson: Dr. John Mudau

The BMF Limpopo is made up of three provinces, as mentioned previously. During this period, the ongoing leadership in some of the branches from membership renewals to changes in leadership has ensured that the organisational activities are carried out. During the period under review, the following key activities were conducted:

• Provincial biannual AGM. The meeting was held on 13 September 2014 and attended by delegates from the various branches as well as members from the national office, who presided over the critical items of the meeting after the formal dissolution of the Provincial Executive Committee. Given the debate over the credentials, the election of the new committee was halted and the meeting was adjourned for another date, while the issue of branch delegation is being corrected. During this period, the previous leadership carried on with the organisational work until the new elected committee took over.
• Reconvened biannual AGM. On 14 March 2015, the AGM was reconvened to elect the new leadership, with the Independent Electoral Commission overseeing the process on behalf of the national office. The new provincial leadership now comprises of Dr. John Mudau (chair), Ms Angy Ramaipadi, (deputy), Mr Tim Maake (secretary), Ms. Regina Erasmus (treasurer), and Mr Ernest Ungulani and Ms Lerato Ramaipadi (additional members).
• Review of the strategic plan. The provincial leadership convened a strategic planning session with the branches for purposes of reviewing the strategic plan document. The session was conducted on 30 May 2015 and was facilitated by the provincial secretary. The report was also presented to the Provincial Executive Committee for approval and implementation.

As the Limpopo province is one of the rural provinces in the country, it has experienced numerous challenges, ranging from membership renewals to changes in leadership in some of the branches as a result of either resignations and/or migrations to other economic areas. Despite all these challenges, the BMF leadership in the province has ensured that the organisational activities are carried out.

The BMF Limpopo is made up of three branches: Plokwane; Thohoyandou; and Tzaneen. All three branches were reported to be in good standing as at 30 July 2015. The province has seven branches, but four are currently inactive, with only a few members being registered and serviced by the neighbouring branches - an exercise which is not easy to implement and monitor, given the constraints in resources.

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Leadership seminars, in partnership with the I Can Leadership Institute Africa led by Dr. David Molapo, were conducted at the Tzaneen branch on 4 May 2015, at the Thohoyandou branch on 5 May 2015, and at the Polokwane branch on 6 May 2015.
A follow-up seminar was also hosted by the Polokwane branch on 25 July 2015.

- Strategic partnership. A meeting was held with the Polokwane Nedbank Business Section on the planned Enterprise Development Seminar to be hosted by the bank.
- Past chairperson's session. Following the election of the new committee, a decision was taken to convene a meeting with the previous chairperson, with the purpose to ensure continuous involvement in organisational matters, given the challenges as alluded above. Several emails were exchanged and members have received the intention with keen interest.
- Administration. The administrator in the province had tendered a resignation with immediate effect on 21 July 2015, and the provincial leadership is working with the national office on the replacement.

Major challenges

The provincial leadership has identified three key major challenges which are seriously affecting the successful operation of the organisation in the province. The first one is the issue of membership: there is no tangible improvement in membership numbers from 2014, and two branches are in good standing.

The second challenge is the limited diversity of the membership, given the diversity of the province. We are working very closely with the national office on the replacement.

Lastly, the challenge of effective communication is a thorn in our sides, but we hope the new leadership will be able to solve this problem.

As indicated above, the decline in membership in the province has led to some of the branches becoming dormant. As the leadership, we have agreed to allocate executive committee members to specific branches, with the sole purpose of providing support and ensuring that those dormant branches are resuscitated. We believe that this will go a long way in reviving the organisation in the Limpopo province.

MPUMALANGA

Provincial Chairperson:
Rightwell Mzikanhulu Laxa

I am happy to report that the BMF Mpumalanga has had a 48% improvement in membership numbers from 2014, and two branches are in good standing.

Strategic agenda review

The following was the strategic agenda for the Mpumalanga province, as reviewed in September 2014:

- Sustain activity with stakeholders at four major events per year.
- Minimum 10% membership growth year-on-year per branch.
- Grow membership sustainably and improve number of branches in good standing.
- Form strategic alliances with at least three other external organisations.

In terms of our strategic agenda, we have done well to improve our membership in the medium term, but we have a long way to go in sustaining activity with our stakeholders.

Provincial activity

The following AGMs were held in the year ending 31 May 2015:

- Provincial elective AGM was held on 6 September 2014 with the following members being elected:
  - Chairperson: Rightwell Laxa
  - Deputy Chairperson: Jan Maswanganyi
  - Secretary: Fezeko Zakwe
  - Treasurer: Quinton Lenyai
  - The Emalahleni branch elective AGM was held on 20 June 2015.
  - The Secunda Branch AGM was held on 1 August 2015.
  - The Provincial AGM was postponed from August to September 2015.

Activities to support the national strategy

- The Gender Desk was launched on 11 April 2015 in Nelspruit, with a good turnout from Sanlam as well as the Mbombela Municipality. Future engagements will be planned to support the Gender Desk initiatives in the province.
- A book handover from Sanlam and the BMF to Enzani Primary School in Nelspruit took place on 28 April 2015.
- An awareness session was held in Secunda on 18 July 2015 to encourage members to use the Harvard ManageMentor and BMF Get Abstract programmes.

- The Student Chapter in Mpumalanga signed an MOU with Eduardo Mondlane University from Mozambique, effective from 1 September 2015 for three years.
- The Student Chapter Leadership Conference that was planned for 12-13 June 2015 was postponed to October 2015.

Finances

The Provincial Executive Committee resolved in January 2015 to put proper controls in place to secure sponsorships for all events before they take place. This was also done to ensure governance with all payment requests.

Challenges

- Activity at branch level is improving, but this remains a challenge.
- We need continued support for the Student Chapter-Mbombela initiatives, especially in light of the province’s financial situation.
- The continuation of our membership drive is challenging due to the geographical widespread of the provincial branches.
- The financial situation is not improving, despite the governance that the Provincial Executive Committee has implemented from January 2015.

Achievements

- The province’s improvement in membership is an encouraging major achievement.
- The launching of the Gender Desk was a great success.
- The financial workshops by Old Mutual and Allan Gray were of great benefit to our members.

We would like to thank Old Mutual and Allan Gray for holding numerous financial workshops in the province over the last year. We would also like to thank Jomele Training & Placement, Secunda, Backhousia and Emalahleni for the use of their venues in kind for workshops.

Lastly, we thank John Ndlimeng for his sterling contribution to the BMF Mpumalanga as the chairperson until end of October 2014.

NORTHERN CAPE

Provincial Chairperson:
Dr. Tshedogafatso Gopane

The BMF Northern Cape (NC) continues to struggle with membership due to various
reasons, including the mobility in the mining industry resulting in a high turnover of members and the continued purging of black managers who participate in pro-
transformation organisations.

The recent purging of black managers in Anglo American, most of whom are current and former BMF members, echoes the membership recruitment challenges faced by the BMF Northern Cape. This has now reached the public domain, and it would be ideal for the BMF Board to deal with these matters.

The BMF NC would like a clear resolution on how the Board is planning to collectively address these issues. Previously, research was proposed as well as intervention, dating as far back as 2012, but nothing has changed.

Due to the vastness of the province, the Provincial Executive Committee struggles to meet physically. However, it is important to highlight that the process of developing a vibrant Student Chapter in the province is well underway. To this end, the BMF NC has met with Prof. Yunus Ballim, vice chancellor of Sol Plaatje University, as well as Dr CF Barnes, principal of TVET, to discuss a recruitment drive for the Student Chapter in the province.

In future, we will utilise a head-hunting strategy to recruit new members within the private sector in the Northern Cape. A process is also underway to push for recruitment through strategic programmes with the Northern Cape Young Chamber of Commerce and Industries (NC YCCI). The Young Professionals (YP) arm in the Northern Cape has thus formed a partnership with the NC YCCI, which will allow the organisation to participate in various economic-related activities. The rationale for this partnership is that NC YCCI has positioned itself, and has been recognised by both the public and private sectors, as the legitimate youth organisation to drive economic development in the province.

Activities
- The Kimberley branch has a standing slot on Teenaneng FM radio station, which serves as an information-sharing platform to engage on matters related to the BMF.
- A breakfast focusing on transformation in the mining sector took place with mining magnate Mrs Bridgette Radebe, the Head of the ANC’s Economic Cluster, and Mr Enoch Godongwana.
- Participation of the BMF NC chairperson as a councillor in the Northern Cape Human Resource Council, which included decision-making on skills development at all levels for the province.
- Gender Desk programmes focusing on the development of female leadership, in partnership with the Northern Cape premier’s office, are to be held quarterly.
- Lecture of Transformation Leadership took place in partnership with Sol Plaatje University.
- Participation in the Youth Chamber of Commerce and Industry Summit.
- Participation in the Kathu Industrial Park Programme as part of the broader Black Business in Partnership programme with the Industrial Development Corporation (IDC) and Anglo American.
- PricewaterhouseCoopers training on corporate governance for members, which will extend to business finance.
- The Golf Day and Gala Dinner with MEC Alvin Botes of COGHSTA. The branch also held a presentation with the IDC, highlighting their role in the development of black industrialists.
- Workshops with the IDC focusing on industries (solar and mining) in the province.
- NC Youth Imbizo.
- Northern Cape Local Economic Development Forum to be held on a quarterly basis.
- Northern Cape Provincial Planning Committee Indaba.
- SEDA and the Department of Economic Development and Tourism’s Youth in Entrepreneurship Day.

Challenges and successes
Membership retention and renewal remains a challenge in the province and this could be attributed to various factors. One such factor is finances. The BMF NC as a mother body is financially under-resourced and this directly impedes the organisation in various ways. For example, geographically the Northern Cape is a scattered region, so if members and leadership attend various events and activities, they have to fund it out of their own pockets. Despite this challenge, membership has grown by 32%, provincially and nationally.

The BMF North West has reaped the rewards that our partnerships have given us. Despite numerous challenges, the work of the BMF has continued in the province and we have much to be proud of. In light of the national BMF’s vision, we have worked on the following activities:

Developing managerial leadership
The BMF North West hosted the PricewaterhouseCoopers (PwC) Corporate Governance Workshop, with 22 of our members attending. This event was also used as a recruiting platform for new members. We have also partnered with Boston College, which has provided a free Financial Independence course for members in September. The Harvard ManageMentor Programme has been utilised by 10% of our members.

Developing thought leadership and advocacy
As the BMF, our contribution and value must be recognised by others as innovative and we must be seen as an authority on the evolution of leadership and management. To this end, the Gender Desk is due to be launched in November, and we have requested to become a Youth Development Flagship branch. We are happy to report that our partners are eager to embark on this journey with us.
Collaborating with stakeholders
The BMF North West has collaborated with the Department of Finance, Economy and Enterprise Development (FEED), Peermont Group, SAPS, Kgororo Social Investments, Transnet, Absa, the National Youth Development Agency (NYDA), the North West Development Corporation, North West University, Dikgwegto Trading, the Klerksdorp Museum, We create Matlosana, Kopano Brickworks, Matlosana Municipality, Senwes Toastmasters, Bloiota Properties & Maintenance and SEDA.

The following events have taken place:
• On 6 March 2015, the BMF was invited to attend the state of the Province Address in Bojanala.
• On Mandela Day, the branch partnered with Kgororo Social Investments, Kopano Brickworks, SAPS and Transnet. The activity for the day was to clean illegal dumping sites.
• The branch has also partnered with Senwes Toastmasters to take public speaking to high schools. They had their first event on 18 July 2015, where they hosted Grade 10-12 students, and discussed topical issues
• On 30 July 2015, the Entrepreneurship Seminar took place at the North West University (Mahikeng Campus). This was sponsored by the NYDA and the Finance Economic and Enterprise Development.
• The Finance Economic and Enterprise Development also invited the BMF to their 2015 Provincial Budget Speech.
• On 24 September 2015, the BMF once again partnered with the Peermont Group to host women for Heritage Day. The BMF invited PwC, Sanlam and the Industrial Development Corporation to do presentations for guests. The partnerships we have forged have made it possible for the province to be visible. These partnerships must be nurtured, as they have far-reaching consequences and will provide a launch pad for a mutually beneficial relationship.

WESTERN CAPE
Provincial Chairperson: Andile Nomlala
Our previous term of office has been both challenging and rewarding at the same time. As the newly elected leadership, we remain focused on delivering on our core mandate of managerial leadership development. We believe that our newly developed strategy will bear fruit and make a worthy contribution to the lives of our members as well as shape the dynamics of the Western Cape.

State of the province
In building up on some of the previous administration’s achievements, upon assuming office in May 2015, our first task was to develop a cohesive provincial strategy that would address the needs of our members and stakeholders in general. Looking back at last year, we can certainly affirm, despite our challenges, that we have made some gains. These successes were affirmed by us having hosted, with great success and in collaboration with our stakeholders, various events and activities inter alia the following events:
• Women In Leadership Seminar
• The Young Professionals Development Summit
• Forums
• Workshops.
For the upcoming year, our aim is focused on hosting activities which focus on our key priority areas. These include, among others: The Great Debate Breakfast on Small Business Development
• Manager of the Year Award
• Launch of our Supplier Diversity Forum
• Young Professionals Summit
• Black Industrialists Programme
• Workplace Dynamics Seminars.

Re-alignment of the BMF Western Cape (WC)
The BMF WC operates in a very challenging environment. The Commission for Employment Equity report once again highlighted the lack of transformation in the province. We continue to engage this through ongoing corporate road shows and voicing the concerns and frustrations of our members. During these corporate road shows, we also offer assistance to fast-track transformation initiatives.

As the BMF, we disseminate information to our members about opportunities we believe can be of benefit to them and encourage members to make themselves available for nomination to these strategic positions.

Acknowledgements
We would like to acknowledge our long-standing stakeholders. Without their support we would not be able to do the work that is so important to the Western Cape and the country as a whole. Some of these stakeholders are, inter alia:
• Mediclinic for funding our Manager of the Year Awards dinner.
• ACSA and Woolworths for sponsoring our Great Debate Breakfast.
• Allan Gray for sponsoring our Women in Leadership Seminar.
• Mazars for extending their hospitality to our members at their post-budget briefing.
• Pioneer Foods for partnering on various B-BBEE initiatives.

Interventions and focus areas
The BMF WC is embarking on the following interventions to help us deliver on our mandate of managerial leadership development:
1. We are reviewing the existing partnership with the University of Stellenbosch Business School and establishing a new one to better cater for the training and development of our members.
2. We will continue with our HR desk, in partnership with Mandala HR, to identify and provide black talent to respond to the claim of corporates that there is a lack of black talent in the province.
3. A Supplier Diversity Forum will be established as a platform for transformation professionals in the corporate sector to share learnings and discuss challenges.

The road ahead
As the leadership of the BMF WC, we stand resolute in our objective to play a critical role in lobbying and advocating for the transformation of the Western Cape. We will continue to engage and be part of the solution to the challenges in our province. Our programmes will continue to focus on capacitating our members to develop the competencies needed, so that the various levels of corporates reflect all the demographics of this province.

I would like to express my gratitude to the previous administration for the work done and congratulate my newly elected team on their election. I also wish to convey my gratitude and honour on behalf of the entire collective to the membership of our province for entrusting us with the responsibility to lead them. It is indeed an honour to serve you.
YOUNG PROFESSIONALS’ ANNUAL REPORT

This report covers the period from November 2014 to June 2015. The BMF Young Professionals (BMF YP) is doing well, despite financial challenges. The BMF YP has three strategic objectives: community development; enterprise development; and skills development and empowerment.

COMMUNITY DEVELOPMENT
The BMF YP has adopted a community development framework, called Patriotism 101. This project looks at improving the grades of learners in under-performing high schools from disadvantaged communities through tutoring, resource sponsorship, mentorship and motivation drives, community involvement and driving strategic direction.

We have adopted KwaBhekila Secondary School in Alexandra through the partnership we have with the Tsogo Ya Bokamoso Foundation. The aim is to start hosting mentorship sessions and literacy day projects at the school.

Events:
- Literacy Day in partnership with the Tsogo Ya Bokamoso Foundation in August 2015.
- Career Day by the Tsogo Ya Bokamoso Foundation in September 2015.

ENTERPRISE DEVELOPMENT
Enterprise Development is under the leadership of Moses Mashishi, who has created and developed relations with organisations to provide access to funding and incubation opportunities for small businesses. We have created a platform for entrepreneurs to register their businesses on the BMF membership system; this database will assist us as we develop soliciting programmes for this portfolio.

The Gauteng Province hosted the Enterprise Development Summit on 1 August 2015; KwaZulu-Natal and the Eastern Cape will each host one before the end of the year. The Summit is targeted at young professionals who have an interest in accessing various financial opportunities, such as business support and networks that can add value to them. The event will be followed by a networking session. The aim is to have meaningful interactions with industry players and an opportunity to sell your brand to over 100 SME owners at the same time.

SKILLS DEVELOPMENT AND EMPOWERMENT
Ms Amanda Dlamini has been championing the BMF YP Skills Development and Empowerment programmes (SD&E) since September 2013. SD&E has been grouped into the following three themes:

Theme 1: Harvard ManageMentor
A total of 519 Harvard ManageMentor (HMM) modules have been accessed in the period from 1 October 2014 to 30 June 2015, with an extra 168 accessed in July 2015 by BMF YP members.

Top 10 modules accessed from January 2015 to June 2015:

<table>
<thead>
<tr>
<th>Learning Module Name</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Focus</td>
<td>52</td>
</tr>
<tr>
<td>Strategic Thinking</td>
<td>51</td>
</tr>
<tr>
<td>Strategy Execution</td>
<td>50</td>
</tr>
<tr>
<td>Change Management</td>
<td>48</td>
</tr>
<tr>
<td>Global Collaboration</td>
<td>46</td>
</tr>
<tr>
<td>Time Management</td>
<td>33</td>
</tr>
<tr>
<td>Managing Upward</td>
<td>26</td>
</tr>
<tr>
<td>New Manager Transitions</td>
<td>26</td>
</tr>
<tr>
<td>Decision Making</td>
<td>13</td>
</tr>
<tr>
<td>Business Plan Development</td>
<td>12</td>
</tr>
</tbody>
</table>

Theme 2: Attitude, Knowledge Sharing and Skills Programme
This theme speaks to the BMF’s key strategic goal of value-add proposition for individual members. The BMF Young Professionals Development Programme runs for seven months, and involves individual and team tasks, facilitated learning sessions, presentations by guest speakers and action-learning projects.

It also covers problem solving and decision making, understanding people and working in a team, understanding organisations, personal mastery, professional effectiveness and the triad of management.

The outcomes of this programme are to improve self-understanding and management, to understand how to manage outputs and business processes, to improve contribution to employing organisations and to contribute to achieving the ideals of the BMF.

The BMF YP Development Programme is currently running in Gauteng with 40 enrolments, and in the Eastern Cape with 20 enrolments. The programme was launched in KwaZulu-Natal and the Free State in August 2015.

In order for the BMF YP to achieve this goal, we have formed strategic partnerships with Standard Bank Private Banking, Moribula, Webber Wentzel, PwC East London, The Pacific Institute and Mr Bheki Zulu of Mvela Management Solutions.
The programme’s impacts on membership

The diagrams below represent the programme’s impact on the BMF YP membership in the provinces where it has started:

Eastern Cape – total enrolment: 19

Gauteng – total enrolment: 37

Theme 3: Mentorship

The third strategic outcome related to Skills Development and Empowerment is to have a mentorship programme. The aim is to pair BMF YP members with BMF Board members and BMF corporate members by the end of 2015. We are also hoping to pair BMF Student Chapter members with BMF YP members for mentorship.

We are currently developing a BMF mentorship mobile app. A group of developers are working eight hours a month pro bono on the development and testing of the app. The Android version of the app has been completed, however, more funding is needed to complete the iOS version.

BMF YP FINANCES

The BMF YP has spent R66 802.94 (excluding tax) on operational expenses, and R105 352.59 (excluding tax) on the BMF YP Development Programme in the period between June 2014 and May 2015.

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Company</th>
<th>Value of Sponsorship</th>
<th>Type of Sponsorship</th>
<th>Contract Period</th>
<th>BMF’s Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Pacific Institute</td>
<td>R820 000.00</td>
<td>YP Development Programme module content delivery</td>
<td>30 May 2015 – 1 June 2016</td>
<td>• R80 00.00 for facilitators</td>
</tr>
<tr>
<td>2</td>
<td>Standard Bank</td>
<td>R200 000.00</td>
<td>BMF YP Development Programme</td>
<td>2014 – end of 2015</td>
<td>• Deliver the BMF YP Development Programme in four provinces</td>
</tr>
<tr>
<td>3</td>
<td>Old Mutual</td>
<td>R90 000.00</td>
<td>Venue and catering sponsorship for YP Enterprise Development Summit</td>
<td>30 June 2015 – 1 July 2016</td>
<td>• Host the Enterprise Development Summit in Gauteng, KwaZulu-Natal and the Western Cape</td>
</tr>
<tr>
<td>4</td>
<td>Sasol</td>
<td>R50 000.00</td>
<td>BMF YP Development Programme facilitator fees</td>
<td>2014 – 2015</td>
<td>• Deliver the BMF YP Development Programme in Mpumalanga</td>
</tr>
<tr>
<td>5</td>
<td>Moribula Investments Solutions</td>
<td>R15 000.00</td>
<td>Branded stationery for the BMF YP Development Programme</td>
<td>April 2015 – December 2015</td>
<td>• Deliver the BMF YP Development Programme in four provinces</td>
</tr>
<tr>
<td>6</td>
<td>PwC</td>
<td>R8 000.00</td>
<td>Conferencing facilities</td>
<td>April 2015 – December 2015</td>
<td>• Deliver the BMF YP Development Programme in East London</td>
</tr>
</tbody>
</table>
STUDENT CHAPTER ANNUAL SUMMIT 2015

‘There is no chance, no destiny, no fate that can hinder or control the firm resolve of a determined soul.’  – Ella Wheeler Wilco

NATIONAL STUDENT CHAPTER COMMITTEE (NCSS) ORGANISATIONAL REPORT 2014/2015

Introduction
This Report covers the period from 1 November 2014 to date, and is a continuation of the reporting process following the 1st Report of the first 100 days and the 2nd Quarterly report to the BMF Board.

In line with our strategic perspective and the BMF’s core mandate, we have started to put more focus on the skills development of our constituency and the shortening of the gap between tertiary education and the corporate world. This strategic shift is also envisioned to create a more attractive value proposition for current and potential members.

In her address to students at Wits University on Africa Day on May 25, Dr. Nkosazana Dlamini-Zuma urged to ‘skill your people and they will figure out what to do…’ We share this sentiment and, together with the national co-ordinator for the Student Chapter, we continue to build strategic collaborations with the private sector, in our bid to contribute to the national skills revolution as echoed in government policy.

STATE OF THE NSCC
National Office Bearers as elected on 1 November 2014

Chairperson Mr Godfrey Maja
Deputy Chair Mr Solomzi Tshona
Secretary Ms Mpho Mzakwe
Academic and Transformation Officer Mr Tshepho Mabuya
Co-opted
Public Relations Officer Mr Leswene Masekoameng
Gender Officer Ms Nomusa Phungula (resigned as of 27 February 2015)

Provincial Chairpersons and NSCC Members

- Eastern Cape
- Free State
- Gauteng
- KwaZulu-Natal
- Limpopo
- Mpumalanga
- North West
- Western Cape
- National Co-ordinator

• Task Team
- Mr Solomon Khiba
- Mr Bonginkosi Ndlovu
- Mr Letatsa Moneuoa
- Mr Lucky Zitha
- Mr Godfrey Thwala
- Mr Tebogo Manne
- Mr Thomas Kanies
- Ms Ledile Bopape

Change in Leadership

- Eastern Cape
- Free State
- Gauteng
- KwaZulu-Natal
- Limpopo
- Mpumalanga
- North West
- Western Cape
- National Co-ordinator

• Mr Tholo Lerotohli
- Mr Solomon Khiba**
- Mr Melcome Mahlathini
- Ms Nomusa Phungula
- Ms Mahlatse Maloma
- Mr Godfrey Thwala**
- Mr Tebogo Manne**
- Mr Thomas Kanies
- Ms Ledile Bopape

STRATEGIC PLANNING 2014/2015

The national office bearers (NOB) held their strategic planning session on 20-21 November 2014 at the BMF head office. The strategic planning session was held under the theme Back to Basics: Repositioning the Strategic Perspective of the BMF Student Chapter, where Mr Godfrey Maja presented his paper, titled "Back to Basics: Developing a 2030 Leader". The paper was adopted by the NSCC and it was agreed that this theme would run for the year, outlining the following:

- Our role in developing managerial capacity: personnel development
- Our role in the community: responsive citizenry

- Small business development as a means to an end
- Material conditions and dynamics informing the above-mentioned points
- Organisational culture: leadership character and consciousness

NATIONAL PROJECTS

Media and Publicity
• In line with the National Development Plan’s resolutions around marketing and publicity, we have revived our communication tools and expanded our reach to both the constituency and general students. (Examples: increased presence on social media; statements on topical issues such as the Matric Results Statement on the BMF Website; the National Chairperson published on ujuh.co.za; and more pieces will be published.)

Entrepreneurship Evening
• On 26 January 2015, we collaborated with various companies and public speakers to host the Entrepreneurship Evening at The Bannister Hotel in Braamfontein, Gauteng. The objective of this workshop was, from our side, to bridge the gap between students and the entrepreneurship world, as well as share our strong view that higher education is a necessary precondition for success in business, thereby placing the Student Chapter as an important element in the value chain.

- We continue to work with StartUp Edge SA, a collaborative initiative consisting of various SME stakeholders, aimed at encouraging young people to go into entrepreneurship and providing comprehensive coaching for startups.
Massmart Market Research Project
- We have entered into a national partnership with Massmart, through which our students are recruited on a temporary basis to conduct field research at various Massmart subsidiaries across the country. This project has been a success since 2014 and we have now expanded it nationally. At the time of compiling this report, KwaZulu-Natal and Gauteng had already undergone training and students had been placed as needed and compensated reasonably.

- The objective of participating in this project, from our side, is to develop the skills of our students and increase their employability by providing useful work experience.

Investment Workshops and Allan Gray Partnership
- We have entered into another partnership with Allan Gray, through which we will carry out Investment Workshops in Johannesburg, Durban, Cape Town, Polokwane and Port Elizabeth throughout our term of office. Allan Gray will provide content and refreshments for all these workshops, and the provinces will provide venues and invite students to benefit from this valuable education. The objective of these workshops is to capacitate our students with the skills necessary to enter the labour market and corporate world as per our mandate. The first workshop was held at NMMU in Port Elizabeth and proved to be a success.

100 Days in Office Ceremony
- On 9 February 2015, we celebrated our 100 Days in Office in Saxonwold at Allan Gray’s auditorium. Sponsored by the corporate, guests included members from our branches as well as members from our strategic alliances, such as the Advancement of Black Accounting Students (ABASA) Student Chapter, PPF Student Chapter and the Black Lawyers Association (BLA) Student Chapter. This occasion took place to mark our 100 days in office as well as the beginning of a partnership with Allan Gray, aimed at helping us deliver on our mandate. This event has never been done before in the Student Chapter and we intend to make it an annual tradition.

Procter & Gamble Work-readiness Workshops
- Procter & Gamble partnered with the BMF Student Chapter to host work-readiness workshops around the country. The targeted universities were WITS, UP, UCT, NMMU and UKZN. The first successful event was hosted by UCT in April.

Microsoft, Tsogo and the BMF’s Girl Child Empowerment Day
- On 19 June 2015, Microsoft Corporate Affairs hosted girl learners from a targeted high school in Alexandra, Gauteng, for a day of shadowing, motivation and exposure to the world of ICT. The project was a partnership between the BMF Student Chapter and the Tsogo NGO. It was aimed at enlightening the selected learners about the different roles they could play in the business of ICT, and give them a taste of how their typical day at work would look like.

Branch AGMs and Provincial AGMs
We have called off some of the provincial conferences due to a lack of resources, but KZN, Gauteng, Limpopo and the Eastern Cape went to their AGMs with the financial support of both private entities and their respective mother bodies.

PROVINCE STATUS REPORTS

EASTERN CAPE

Status of the province
The Province held its AGM on the 2 May 2015 and is under the following leadership:
- Mr Tholo Lerotholi – Chair
- Ms Khanya Bonani – Deputy Chair
- Ms Lulama Ntlokondala – Secretary
- Ms Amanda Yonke – Deputy Secretary
- Mr Onke Luzipho – Treasurer
- Mr Sol Mtsweni – Projects Officer
- Mr Vela Kambi – Academic and Transformation Officer
- Ms Tamara Tutu – Public Relations Officer

Provincial membership

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>Membership Tally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhodes University</td>
<td>184</td>
</tr>
<tr>
<td>Nelson Mandela Metropolitan University</td>
<td>58</td>
</tr>
<tr>
<td>Fort Hare – Alice</td>
<td>65</td>
</tr>
<tr>
<td>Fort Hare – East London</td>
<td>unknown</td>
</tr>
<tr>
<td>Walter Sisulu University</td>
<td>unknown</td>
</tr>
<tr>
<td>Overall</td>
<td>307</td>
</tr>
<tr>
<td>5 branches; 3 in good standing</td>
<td></td>
</tr>
</tbody>
</table>

Highlights
Continued steady progress from Rhodes University

Challenges
- Membership within the branches has decreased
- Poor co-operation from branches such as Walter Sisulu University and Fort Hare East London
- Nelson Mandela Metropolitan University and Fort Hare Alice experienced a budget constraint as the SRC did not release funds due to them
- PSCC also has a budget challenge and seeks support from sponsors and the mother body

FREE STATE (no report; failed to meet minimum requirements for AGM)

Status of the province
The Province is under the following leadership:
- Mr Solomon Khiba – Chair
### Gauteng

**Status of the province**

The Province is under the following leadership:
- Mr Melcom Mahlatini – Chair
- Mr Sello Mmalapane – Secretary
- Ms Bonolo Molewa – Treasurer
- Fisokuhle Mashabane - Projects Officer
- Ms Kagiso Selolo – Academic and Transformation Officer

**Provincial membership**

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>Membership Tally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midrand Graduate Institute</td>
<td>107</td>
</tr>
<tr>
<td>UJ Soweto</td>
<td>30</td>
</tr>
<tr>
<td>TUT Garankuwa</td>
<td>40</td>
</tr>
<tr>
<td>TUT Soshanguve</td>
<td>36</td>
</tr>
<tr>
<td>TUT Pretoria</td>
<td>54</td>
</tr>
<tr>
<td>UNISA Sunnyside</td>
<td>72</td>
</tr>
<tr>
<td>VUT Ekurhuleni</td>
<td>24</td>
</tr>
<tr>
<td>WITS</td>
<td>60</td>
</tr>
<tr>
<td>UJ Bunting Road</td>
<td>22</td>
</tr>
<tr>
<td>UJ Auckland Park</td>
<td>53</td>
</tr>
<tr>
<td>University of Pretoria</td>
<td>34</td>
</tr>
<tr>
<td>NWU VAAL</td>
<td>32</td>
</tr>
<tr>
<td>UNISA Johannesburg</td>
<td>50</td>
</tr>
<tr>
<td>UJ Doornfontein</td>
<td>Unknown</td>
</tr>
<tr>
<td>MONASH</td>
<td>Unknown</td>
</tr>
<tr>
<td>Overall</td>
<td>634</td>
</tr>
</tbody>
</table>

**Highlights**

- Continued membership growth
- Developing focused programmes for members in partnership with Bhubesikazi Consultings and the National Youth Development Agency

**Challenges**

- Poor membership participation at workshops
- Lack of support from BMF mother body structures

### Kwazulu-Natal

**Status of the province**

The Province is under the following leadership:
- Ms Nomusa Phungula - Chair
- Mr Mthobisi Ntuli - Deputy Chair
- Ms Neliswa Ncama – Secretary
- Mr Simenjalo Dludla – Deputy Secretary
- Ms Ningi Memela – Treasurer
- Mr Thabani Ngcongo – PRO
- Mr Ndabenhle Buthelezi – ATO
- Ms Nomfundo Xuza – Projects Officer

**Provincial membership**

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>Membership Tally</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Kwazulu</td>
<td>23</td>
</tr>
<tr>
<td>DUT Durban</td>
<td>22</td>
</tr>
<tr>
<td>UZ Richards Bay</td>
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</tr>
<tr>
<td>UKZN Medical school</td>
<td>Unknown</td>
</tr>
<tr>
<td>Overall</td>
<td>623</td>
</tr>
</tbody>
</table>

**Highlights**

- Membership growth continuing
- Developing focused programmes for members
- Successfully assisting branches in executing programmes according to 2014 resolution
- Launching of branches to broaden the skills scope of the organisation
- Providing skilled speakers at branch events
- Policy transformation at institutional level
- Capacity building at branch level

**Challenges**

- Poor membership participation
- Lack of funding

### Limpopo

**Status of the province**

The Province is under the following leadership:
- Ms Mahlatse Maloma – Chair
- Ms Malebo Mohlapamasi – Deputy
- Mr Kgathi Mothoake - Secretary
- Mr Rampekeng Mametja – Deputy Secretary
- Mr Dorphina Maponya – Treasurer
- Mr Kabelo Mothapo – Project Officer
- Mr Jack Thupi – Public Relations Officer
- Ms Malebo Mashala – Academic and Transformation Officer

**Provincial membership**

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>Membership Tally</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Limpopo</td>
<td>54</td>
</tr>
<tr>
<td>Capricorn TVET</td>
<td>22</td>
</tr>
<tr>
<td>University of Venda</td>
<td>42</td>
</tr>
<tr>
<td>Senwabararwana TVET</td>
<td>24</td>
</tr>
<tr>
<td>Tshwane University of Technology</td>
<td>22</td>
</tr>
<tr>
<td>Vhembe TVET</td>
<td>35</td>
</tr>
<tr>
<td>Mokopane TVET</td>
<td>32</td>
</tr>
<tr>
<td>Overall</td>
<td>231</td>
</tr>
</tbody>
</table>

**Highlights**

- Continued membership growth
- Launching of Vhembe FET Branch and Capricorn FET Branch

**Challenges**

- Poor membership participation
SWOT ANALYSIS OF STUDENT CHAPTER

Strengths
- Securing partnerships with well-established companies such as Procter & Gamble, Allan Gray, Deloitte and the ongoing partnership with Massmart.
- Members who continue to be ambassadors for the organisation.
- The launch of new branches each year.

Weaknesses
- Lack of commitment from members.
- Resignations, with no valid reasons, from BSCC and PSCC members gravely affecting branch and provincial structures.
- Funding model in all structures.
- Inconsistency by both branches and provinces in submitting quarterly reports.

Opportunities
- We have a really good pool of leadership with the right links to move the Chapter ahead with full co-operation and support.
- Corporate SA has shown a keen interest in partnering with students and we stand a good chance of leveraging on this.

Threats
- There are isolated instances of people using the Chapter’s name only to attend its AGMs, with no clear programme or evidence of their existence in the respective provinces.
- Reluctance of National Office to spend on the Chapter’s work has delayed some of our key projects and poses danger going forward.

Recommendations
1. Branches must work closely with their nearest BMF structures to run membership induction branches.
2. There must be a clear separation between each campus’s political leadership and the BMF Student Chapter’s leadership.
3. Provinces must be in charge of programmes of action across all their branches to create synergy and uniformity.
4. All members must pay a minimum fee (this does not change the current payments applicable in other branches), which will go towards a central fund for the business of the Student Chapter.
5. The NSCC must conduct a thorough audit of membership across provinces to validate our data and be able to present credible information to stakeholders.
6. National leadership must receive sufficient support from the Board and National Office to be able to intervene in weaker provinces.
7. The requirement of illustrated academic progression must be enforced more vigorously as a pillar of the Chapter within our ranks.

Conclusion
It has been an honour serving as the National Secretary General for this short term and I trust that I have served and led to the best of my capabilities. To the incoming executive, may you be blessed with guidance on the tasks that will be bestowed upon you.

I thank you.

Yours in managerial leadership,
Ms Mpho Mzakwe, BMFSC National Secretary General
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30 DIRECTORS’ RESPONSIBILITIES AND APPROVAL
31 INDEPENDENT AUDITORS’ REPORT
32-34 DIRECTORS REPORT
35 STATEMENT OF FINANCIAL POSITIONING
36 STATEMENT OF COMPREHENSIVE INCOME
37 STATEMENT OF CHANGES IN FUNDS AND RESERVES
38 STATEMENT OF CASH FLOWS
39 - 46 ACCOUNTING POLICIES
47-55 NOTES TO THE ANNUAL FINANCIAL STATEMENTS

PREPARED BY:
Busi Mavuso (BMF - Chief Financial Officer)

AUDITED BY:
SizweNtsalubaGobodo Inc
### General Information

**Country of incorporation and domicile**
South Africa

**Nature of business and principal activities**
Non-profit organisation - Development of Managerial Leadership

**Directors**
- Mr BF Mohale
- Ms MG Khumalo
- Mr TTC Dlamini
- Mr L Manqele
- Mr R Laxa
- Dr T Gopane
- Dr J Mudau
- Mr J Matsho
- Ms A Leimbo
- Mr A Nomlala
- Ms N Mojanaga
- Ms T Sigwela
- Mr T Segopolo
- Mr G Maja
- Ms T Ngwane
- Ms M Mthwecu
- Mr M Mthunzi

**Registered office**
Black Management Forum House
12 Summer Street
Rivonia
2146

**Postal address**
PO Box 781220
Sandton
2146

**Bankers**
- ABSA
- Nedbank

**Auditors**
SizweNtsalubaGobodo Inc.
Chartered Accountants (S.A.)
Registered Auditors

**Secretary**
Tasneem Fredericks

**Company registration number**
1981/001893/08
The reports and statements set out below comprise the annual financial statements presented to the members:

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<td>Independent Auditors' Report</td>
<td>4 - 5</td>
</tr>
<tr>
<td>Directors' Report</td>
<td>6 - 8</td>
</tr>
<tr>
<td>Statement of Financial Position</td>
<td>9</td>
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<tr>
<td>Statement of Comprehensive Income</td>
<td>10</td>
</tr>
<tr>
<td>Statement of Changes in Funds and Reserves</td>
<td>11</td>
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<tr>
<td>Statement of Cash Flows</td>
<td>12</td>
</tr>
<tr>
<td>Accounting Policies</td>
<td>13 - 18</td>
</tr>
<tr>
<td>Notes to the Annual Financial Statements</td>
<td>19 - 28</td>
</tr>
</tbody>
</table>

The following supplementary information does not form part of the annual financial statements and is unaudited:

| Detailed Income Statement                      | 29 - 30|

**Level of assurance**

These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008.

**Preparer**

The financial statements have been prepared under the supervision of Philani Dlamini (Finance Director).
Directors’ Responsibilities and Approval

The directors are required in terms of the Companies Act 71 of 2008 to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company’s business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company’s cash flow forecast for the year to 31 May 2016 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company’s annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on pages 4 to 5.

The annual financial statements set out on pages 6 to 28, which have been prepared on the going concern basis, were approved by the directors on 15 August 2015 and were signed on its behalf by:

Mr. BF. Mohale (President)
Mrs. MG. Khumalo (Deputy President)
Independent Auditors’ Report

To the Members of Black Management Forum

We have audited the annual financial statements of Black Management Forum, as set out on pages 9 to 28, which comprise the statement of financial position as at 31 May 2015, and the statement of comprehensive income, statement of funds and reserves and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Directors’ Responsibility for the Annual Financial Statements

The company’s directors are responsible for the preparation and fair presentation of these annual financial statements in accordance with International Financial Reporting Standards, and requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these annual financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the annual financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditors’ judgement, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the annual financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Black Management Forum as at 31 May 2015, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards, and the requirements of the Companies Act 71 of 2008.

Supplementary matter

Without qualifying our opinion, we draw attention to the fact that supplementary information set out on pages 29 and 30 does not form part of the annual financial statements and is presented as additional information. We have not audited this information and accordingly do not express an opinion thereon.

Other reports required by the Companies Act

As part of our audit of the annual financial statements for the year ended 31 May 2015, we have read the Directors’ Report for the purpose of identifying whether there are material inconsistencies between these reports and the audited annual financial statements. This report is the responsibility of the respective preparer. Based on reading this report we have not identified material inconsistencies between this report and the audited annual financial statements. However, we have not audited this report and accordingly do not express an opinion on this report.

Altaf Fajandar
Director
SizweNtsalubaGobodo Inc.
Registered Auditors
15 August 2015
Directors’ Report

The directors have pleasure in submitting their report on the annual financial statements of Black Management Forum for the year ended 31 May 2015.

1. Nature of business

The Black Management Forum (BMF) is a non-racial, thought leadership organisation founded in 1976, with the main purpose of influencing socio-economic transformation of our country, in pursuit of socio-economic justice, fairness and equity. It continues to be vocal on these aforementioned matters and has been keeping corporate South Africa in check and encouraging participation of the broader South African stakeholders.

The organisation stands for the development and empowerment of managerial leadership primarily amongst black people within organisations and the creation of managerial structures and processes, which reflect the demographics, and values of the wider society.

While the Black Management Forum is not apolitical, it is non-partisan. It is also not neutral on matters of transformation. We are pro-transformation.

Amongst the BMF high level activities performed during the year of reporting, the BMF engaged with many stakeholders and industry players in advocating on socio-economic development matters. Through its strategic focus area, BMF continues to lobby for and execute its transformational mandate.

In pursuit of managerial leadership development, the BMF facilitates skills building of its members through partnerships that cater for executive, senior and other managerial courses.

2. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Companies Act 71 of 2008. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

3. Member’s funds and contribution

BMF is a non-profit organisation. There have been no changes to the member's funds and contribution in the year.
4. Directorate and Prescribed Officers

The directors and prescribed officers in office at the date of this report are as follows:

<table>
<thead>
<tr>
<th>Directors</th>
<th>Position</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr BF Mohale</td>
<td>President</td>
<td>Non-executive</td>
</tr>
<tr>
<td>Ms MG Khumalo</td>
<td>Deputy President</td>
<td>Non-executive</td>
</tr>
<tr>
<td>Mr TTC Dlamini</td>
<td>Managing Director</td>
<td>Executive</td>
</tr>
<tr>
<td>Mr L Manqele</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Mr R Laxa</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Dr T Gopane</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Dr J Mudau</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Mr J Matsho</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Ms A Lelimo</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Mr A Nomlala</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Ms N Mojanaga</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Ms T Sigwela</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Mr T Segopolo</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Mr G Maja</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Ms T Ngwane</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Ms M Mthwecu</td>
<td>Non-executive</td>
<td></td>
</tr>
<tr>
<td>Mr M Mthunzi</td>
<td>Non-executive</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Prescribed Officers</th>
<th>Position</th>
<th>Designation</th>
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</thead>
<tbody>
<tr>
<td>Mr P Dlamini</td>
<td>Finance Director</td>
<td>Executive</td>
</tr>
<tr>
<td>Ms B Mavuso</td>
<td>Chief Finance Officer</td>
<td>Executive</td>
</tr>
</tbody>
</table>

5. Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

6. Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient cash reserves to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

7. Auditors

SizweNtsalubaGobodo Inc. continued in office as auditors for the Black Management Forum for 2015.

At the AGM, the members will be requested to reappoint SizweNtsalubaGobodo Inc. as the independent external auditors of the company and to confirm Mr Altaf Fajandar as the designated lead audit partner for the 2016 financial year.
8. Secretary

The company secretary is Ms Tasneem Fredericks.

Postal address
P.O Box 63848
Greenacres
Port Elizabeth
6057

Business address
43 Parliament street
Central Port Elizabeth
6001

9. Interest in Subsidiaries

These annual financial statements are separate financial statements in which the subsidiaries listed below have not been consolidated. However, the subsidiaries have been consolidated in the Consolidated Annual Financial Statements which are available for inspection at the company's registered office.

<table>
<thead>
<tr>
<th>Name of Subsidiaries</th>
<th>Percentage of Ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black Management Forum Investment Limited</td>
<td>64 %</td>
</tr>
<tr>
<td>BMF Leadership Search Proprietary Limited</td>
<td>100%</td>
</tr>
<tr>
<td>BMF Empowerlogic Proprietary Limited</td>
<td>50%</td>
</tr>
</tbody>
</table>

**Black Management Forum Investment Limited**
The Black Management Forum has a 63.43% shareholding in Black Management Forum Investment Limited. The BMF has significant influence through the voting rights of its majority shareholding in the company. This investment is shown at cost and will be consolidated in the consolidated annual financial statements. The company's principal operations are in South Africa.

**BMF Leadership Search Proprietary Limited**
The company is a wholly owned subsidiary of the Black Management Forum with its principal business being recruitment, search and selection. While the company has been dormant since 2009, Black Management Forum tried to revive its operations in the current year, however the efforts were futile. The company’s principal operations are in South Africa.

**BMF Empowerlogic Proprietary Limited**
The company is 50% owned by the Black Management Forum with its principal business being the verification of the BEE status of companies. The company ceased operations during the 2009 period and it is now dormant. The company’s principal operations are in South Africa. The board has taken a decision to deregister BMF Empowerlogic. This is expected to be concluded by the end of the 2016 year end.

10. Sponsorships

During the current financial year sponsorship, in money value and in kind, were received from various sponsors, including Standard Bank, Mercedes Benz SA, Deloitte, Nestlife, Massmart, Sasol, Financial Mail, Power 98.7, Transnet, Eskom and Edcon Group.
# Statement of Financial Position

## Figures in Rand

<table>
<thead>
<tr>
<th>Notes</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>2</td>
<td>12,990,673</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>3</td>
<td>2,711</td>
</tr>
<tr>
<td>Investments in subsidiaries</td>
<td>4</td>
<td>6,150</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>5</td>
<td>7,495,524</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans to group companies</td>
<td>6</td>
<td>304,107</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>5</td>
<td>4,036,674</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>7</td>
<td>1,739,022</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>8</td>
<td>7,889,383</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>20,495,058</strong></td>
<td><strong>20,578,997</strong></td>
</tr>
<tr>
<td><strong>Funds and Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Funds and reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member's funds and contributions</td>
<td>3</td>
<td>339,043</td>
</tr>
<tr>
<td>Reserves</td>
<td>9</td>
<td>2,495,524</td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td>30,253,442</td>
<td>27,683,176</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>33,088,009</strong></td>
<td><strong>30,213,766</strong></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance lease obligation</td>
<td>10</td>
<td>138,662</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current portion of finance lease obligation</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>11</td>
<td>1,237,573</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>1,376,235</strong></td>
<td><strong>2,752,420</strong></td>
</tr>
<tr>
<td><strong>Total Equity and Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>34,464,244</strong></td>
<td><strong>32,966,186</strong></td>
</tr>
</tbody>
</table>
Statement of Comprehensive Income

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>Notes</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>14</td>
<td>6,080,411</td>
<td>9,807,457</td>
</tr>
<tr>
<td>Other income</td>
<td>15</td>
<td>2,715,620</td>
<td>545,557</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>16</td>
<td>(5,980,002)</td>
<td>(5,748,707)</td>
</tr>
<tr>
<td>Employee cost</td>
<td>17</td>
<td>(8,051,418)</td>
<td>(4,271,652)</td>
</tr>
<tr>
<td>Conference and functions</td>
<td>18</td>
<td>(4,875,167)</td>
<td>(5,275,300)</td>
</tr>
<tr>
<td><strong>Operating deficit</strong></td>
<td>19</td>
<td>(10,110,556)</td>
<td>(4,942,645)</td>
</tr>
<tr>
<td>Investment revenue</td>
<td>16</td>
<td>12,806,210</td>
<td>6,993,448</td>
</tr>
<tr>
<td>Finance costs</td>
<td>17</td>
<td>(125,388)</td>
<td>(40,524)</td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td>18</td>
<td>2,570,266</td>
<td>2,010,279</td>
</tr>
</tbody>
</table>

**Other comprehensive income:**

- **Items that may be reclassified to profit or loss:**
  - Financial assets at fair value through other comprehensive income adjustments | 303,977 | 399,636 |

**Other comprehensive income for the year net of taxation** | 303,977 | 399,636 |

**Total comprehensive income for the year** | 2,874,243 | 2,409,915 |
## Statement of Changes in Funds and Reserves

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>Member's Funds and contribution</th>
<th>Financial assets at fair value through other comprehensive income reserve</th>
<th>Accumulated surplus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 01 June 2013</strong></td>
<td>339,043</td>
<td>1,791,911</td>
<td>25,672,897</td>
<td>27,803,851</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>-</td>
<td>-</td>
<td>2,010,279</td>
<td>2,010,279</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>399,636</td>
<td>-</td>
<td>399,636</td>
</tr>
<tr>
<td><strong>Total comprehensive loss for the year</strong></td>
<td>-</td>
<td>399,636</td>
<td>2,010,279</td>
<td>2,409,915</td>
</tr>
<tr>
<td><strong>Balance at 01 June 2014</strong></td>
<td>339,043</td>
<td>2,191,547</td>
<td>27,683,176</td>
<td>30,213,766</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>-</td>
<td>-</td>
<td>2,570,266</td>
<td>2,570,266</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>303,977</td>
<td>-</td>
<td>303,977</td>
</tr>
<tr>
<td><strong>Total comprehensive loss for the year</strong></td>
<td>-</td>
<td>303,977</td>
<td>2,570,266</td>
<td>2,874,243</td>
</tr>
<tr>
<td><strong>Balance at 31 May 2015</strong></td>
<td>339,043</td>
<td>2,495,524</td>
<td>30,253,442</td>
<td>33,088,009</td>
</tr>
<tr>
<td>Notes</td>
<td>9&amp;21</td>
<td>21</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Statement of Cash Flows

### Figures in Rand

<table>
<thead>
<tr>
<th></th>
<th>Notes</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash used in operations</td>
<td>22</td>
<td>(11,306,244)</td>
<td>(3,390,413)</td>
</tr>
<tr>
<td>Interest income</td>
<td></td>
<td>120,350</td>
<td>199,698</td>
</tr>
<tr>
<td>Dividends received</td>
<td></td>
<td>12,685,860</td>
<td>6,793,750</td>
</tr>
<tr>
<td>Finance costs</td>
<td></td>
<td>(125,388)</td>
<td>(40,524)</td>
</tr>
<tr>
<td><strong>Net cash from operating activities</strong></td>
<td></td>
<td>1,374,578</td>
<td>3,562,511</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>2</td>
<td>(241,247)</td>
<td>(207,802)</td>
</tr>
<tr>
<td>Sale of property, plant and equipment</td>
<td>2</td>
<td>87,564</td>
<td>41,885</td>
</tr>
<tr>
<td>Purchase of other intangible assets</td>
<td>3</td>
<td>-</td>
<td>(4,648)</td>
</tr>
<tr>
<td>Loans advanced to group companies</td>
<td></td>
<td>(42,049)</td>
<td>(54,625)</td>
</tr>
<tr>
<td>Purchase of financial assets</td>
<td></td>
<td>(4,036,674)</td>
<td>-</td>
</tr>
<tr>
<td>Sale of financial assets</td>
<td></td>
<td>-</td>
<td>1,350,000</td>
</tr>
<tr>
<td><strong>Net cash from investing activities</strong></td>
<td></td>
<td>(4,232,406)</td>
<td>1,124,810</td>
</tr>
<tr>
<td><strong>Cash flows from financing activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance lease movements</td>
<td></td>
<td>26,883</td>
<td>(15,721)</td>
</tr>
<tr>
<td><strong>Total cash movement for the year</strong></td>
<td></td>
<td>(2,830,945)</td>
<td>4,671,600</td>
</tr>
<tr>
<td>Cash at the beginning of the year</td>
<td></td>
<td>10,720,328</td>
<td>6,048,728</td>
</tr>
<tr>
<td><strong>Total cash at end of the year</strong></td>
<td>8</td>
<td>7,889,383</td>
<td>10,720,328</td>
</tr>
</tbody>
</table>
Accounting Policies

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with International Financial Reporting Standards, and the Companies Act 71 of 2008. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the item will flow to the company; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

The useful lives of items of property, plant and equipment have been assessed as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Average useful life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>40 years</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>5 - 6 years</td>
</tr>
<tr>
<td>Office equipment</td>
<td>3 - 5 years</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>3 years</td>
</tr>
</tbody>
</table>

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.2 Investments in subsidiaries

Subsidiaries are entities over which the company has the power to govern the financial and operating policies to obtain benefits from the activities of the entity. The existence and effect of potential voting rights that are currently exercisable are considered when assessing whether the company controls another entity.

Investments in subsidiaries are carried at cost less any accumulated impairment losses in the separate financial statements of company.

The cost of an investment in a subsidiary is the aggregate of:

- the fair value, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the company; plus
- any costs directly attributable to the purchase of the subsidiary.
1.3 Financial instruments

Classification

The company classifies financial assets and financial liabilities into the following categories:

- Financial assets at fair value through other comprehensive income
- Financial assets measured at amortised cost
- Financial liabilities at fair value through other comprehensive income
- Financial liabilities measured at amortised cost

Classification depends on the entity’s business model for managing the financial assets and the contractual cash flow characteristics of the financial asset at initial recognition. Classification is re-assessed only when, an entity changes its business model for managing financial assets.

Initial recognition and measurement

Financial assets and financial liabilities are recognised on BMF’s statement of financial position when BMF becomes a party to the contractual provisions of the instrument.

The company classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value unless it is measured at amortised cost. A financial asset shall be measured at amortised cost if both of the following conditions are met:

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows.
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Transaction costs on financial instruments at fair value through profit or loss are recognised in profit or loss.

Regular way purchases of financial assets are accounted for at trade date.
Accounting Policies Continued

1.3 Financial instruments (continued)

Subsequent measurement

Dividend income is recognised in profit or loss as part of other income when the company's right to receive payment is established.

Loans and receivables are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

The company determines the classification of its financial assets after initial recognition and, where allowed and appropriate, re-evaluates this designation at each financial year end.

All regular way purchase and sales of financial assets are recognised on trade date i.e. the date that the company commits to purchase the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regular on convention in the market.

Subsequent Measurement of financial assets depends on their classification as follows;

Loan and receivables are non-derivatives financial assets within a fixed or determinable payments that are not quoted in active market. After initial measurement such financial asset are subsequently measured at amortised cost.

Gains and losses arising from changes in fair value are recognised in other comprehensive income and accumulated in equity until the asset is disposed of or determined to be impaired. Interest on financial assets held at fair value through other comprehensive income calculated using the effective interest method is recognised in profit or loss as part of other income.

Dividends received on financial assets held at fair value through other comprehensive income equity instruments are recognised in profit or loss as part of other income when the company's right to receive payment is established.

Financial liabilities at amortised cost are subsequently measured at amortised cost, using the effective interest method.

Derecognition

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the company has transferred substantially all risks and rewards of ownership.
1.3 Financial instruments (continued)

Impairment of financial assets

At each reporting date the company assesses all financial assets to determine whether there is objective evidence that a financial asset or group of financial assets has been impaired.

For amounts due to the company, significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy and default of payments are all considered indicators of impairment.

In the case of equity securities classified as financial assets held at fair value through other comprehensive income, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator of impairment. If any such evidence exists for financial assets held at fair value through other comprehensive income, the cumulative loss - measured as the difference between the acquisition cost and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss - is removed from equity as a reclassification adjustment to other comprehensive income and recognised in profit or loss.

Impairment losses are recognised in profit or loss.

Impairment losses are reversed when an increase in the financial asset's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the financial asset at the date that the impairment is reversed shall not exceed what the carrying amount would have been had the impairment not been recognised.

Reversals of impairment losses are recognised in profit or loss except for equity investments classified as financial assets held at fair value through other comprehensive income.

Impairment losses are also not subsequently reversed for financial assets held at fair value through other comprehensive income equity investments which are held at cost because fair value was not determinable.

Where financial assets are impaired through use of an allowance account, the amount of the loss is recognised in profit or loss within operating expenses. When such assets are written off, the write off is made against the relevant allowance account. Subsequent recoveries of amounts previously written off are credited against operating expenses.

Loans to group companies

These include loans to and from holding companies, fellow subsidiaries, subsidiaries and associates and are recognised initially at fair value plus direct transaction costs.

On loans and receivables, an implement loss is recognised in surplus or deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between investment's carrying amount and the fair value.

Impairment value are reversed in subsequent periods when an increase in the investment's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the investments at the date the impairment is reversed shall not exceed the fair value which would have been had the impairment not to be recognised

Loans to group companies are classified at amortised cost.

Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days over due) are considered indicators that trade receivable is impaired. The allowance recognised is measured as the difference between the assets carrying amount and the estimated amount to be recovered.
1.3 Financial instruments (continued)

Trade and other payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

Bank overdraft and borrowings

Bank overdrafts and borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the company’s accounting policy for borrowing costs.

1.4 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

Finance leases – lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate on the remaining balance of the liability.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset. This liability is not discounted.

Any contingent rents are expensed in the period they are incurred.

1.5 Impairment of assets

The company assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the company estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

1.6 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.
1.3 Financial instruments (continued)

Impairment of financial assets

At each reporting date the company assesses all financial assets to determine whether there is objective evidence that a financial asset or group of financial assets has been impaired.

For amounts due to the company, significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy and default of payments are all considered indicators of impairment.

In the case of equity securities classified as financial assets held at fair value through other comprehensive income, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator of impairment. If any such evidence exists for financial assets held at fair value through other comprehensive income, the cumulative loss - measured as the difference between the acquisition cost and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss - is removed from equity as a reclassification adjustment to other comprehensive income and recognised in profit or loss.

Impairment losses are recognised in profit or loss.

Impairment losses are reversed when an increase in the financial asset's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the financial asset at the date that the impairment is reversed shall not exceed what the carrying amount would have been had the impairment not been recognised.

Reversals of impairment losses are recognised in profit or loss except for equity investments classified as financial assets held at fair value through other comprehensive income.

Impairment losses are also not subsequently reversed for financial assets held at fair value through other comprehensive income equity investments which are held at cost because fair value was not determinable.

Where financial assets are impaired through use of an allowance account, the amount of the loss is recognised in profit or loss within operating expenses. When such assets are written off, the write off is made against the relevant allowance account. Subsequent recoveries of amounts previously written off are credited against operating expenses.

Loans to group companies

These include loans to and from holding companies, fellow subsidiaries, subsidiaries and associates and are recognised initially at fair value plus direct transaction costs.

On loans and receivables, an implementation loss is recognised in surplus or deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between investment's carrying amount and the fair value.

Impairment value are reversed in subsequent periods when an increase in the investment's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the investments at the date the impairment is reversed shall not exceed the fair value which would have been had the impairment not to be recognised.

Loans to group companies are classified at amortised cost.

Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that are trade receivable is impaired. The allowance recognised is measured as the difference between the assets carrying amount and the estimated amount to be recovered.
1.3 Financial instruments (continued)

Trade and other payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

Bank overdraft and borrowings

Bank overdrafts and borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the company’s accounting policy for borrowing costs.

1.4 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

Finance leases – lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate on the remaining balance of the liability.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset. This liability is not discounted.

Any contingent rents are expensed in the period they are incurred.

1.5 Impairment of assets

The company assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the company estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

1.6 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.
1.7 Revenue

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for services provided in the normal course of business, net of value added tax.

Revenue represents income from membership fees, sponsorships, workshops, conferences and functions, interest income and dividends.

Revenue from membership fees and sponsorship is recognised when no significant uncertainty as to its collectability exists, over a period of membership and sponsorship.

Income from workshops, conferences and functions is recognised when events take place.

Interest is recognised, in profit or loss, using the effective interest rate method.

Dividends are recognised, in profit or loss, when the company’s right to receive payment has been established.
## Notes to the Financial Statements

### 2. Property, plant and equipment

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost / Valuation</td>
<td>Accumulated depreciation</td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>13,409,898 (884,078)</td>
<td>12,525,820</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>442,330</td>
<td>196,935</td>
</tr>
<tr>
<td>Office equipment</td>
<td>345,922</td>
<td>110,918</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>908,017</td>
<td>940,649</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15,106,167</strong></td>
<td><strong>12,990,673</strong></td>
</tr>
</tbody>
</table>

**Reconciliation of property, plant and equipment - 2015**

<table>
<thead>
<tr>
<th></th>
<th>Opening Balance</th>
<th>Additions</th>
<th>Disposals</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and Buildings</td>
<td>12,870,341</td>
<td>-</td>
<td>(344,521)</td>
<td></td>
<td>12,525,820</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>198,504</td>
<td>74,000</td>
<td>(61,271)</td>
<td></td>
<td>198,504</td>
</tr>
<tr>
<td>Office equipment</td>
<td>139,541</td>
<td>44,247</td>
<td>(44,247)</td>
<td></td>
<td>110,918</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>168,653</td>
<td>(89,830)</td>
<td>157,000</td>
<td></td>
<td>157,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13,377,039</strong></td>
<td><strong>241,247</strong></td>
<td><strong>(87,564)</strong></td>
<td><strong>(540,049)</strong></td>
<td><strong>12,990,673</strong></td>
</tr>
</tbody>
</table>

**Reconciliation of property, plant and equipment - 2014**

<table>
<thead>
<tr>
<th></th>
<th>Opening Balance</th>
<th>Additions</th>
<th>Disposals</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and Buildings</td>
<td>13,166,171</td>
<td>48,313</td>
<td>(344,143)</td>
<td></td>
<td>12,870,341</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>198,504</td>
<td>61,271</td>
<td>(61,271)</td>
<td></td>
<td>198,504</td>
</tr>
<tr>
<td>Office equipment</td>
<td>122,378</td>
<td>28,631</td>
<td>(28,631)</td>
<td></td>
<td>139,541</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>208,057</td>
<td>80,087</td>
<td>168,653</td>
<td></td>
<td>168,653</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13,741,170</strong></td>
<td><strong>207,902</strong></td>
<td><strong>(41,885)</strong></td>
<td><strong>(530,048)</strong></td>
<td><strong>13,377,039</strong></td>
</tr>
</tbody>
</table>

Office Equipment with a carrying amount of R 101 786 (2014: R95 966) is encumbered by obligations amounting to R 138 681 (2014: R111 779).
3. Intangible assets

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost / Valuation</td>
<td>Accumulated amortisation</td>
</tr>
<tr>
<td>Computer software</td>
<td>4,648</td>
<td>(1,937)</td>
</tr>
</tbody>
</table>

Reconciliation of intangible assets - 2015

<table>
<thead>
<tr>
<th></th>
<th>Opening Balance</th>
<th>Amortisation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer software</td>
<td>4,261</td>
<td>(1,550)</td>
<td>2,711</td>
</tr>
</tbody>
</table>

Reconciliation of intangible assets - 2014

<table>
<thead>
<tr>
<th></th>
<th>Opening Balance</th>
<th>Additions</th>
<th>Amortisation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer software</td>
<td>-</td>
<td>4,648</td>
<td>(387)</td>
<td>4,261</td>
</tr>
</tbody>
</table>
### Notes to the Annual Financial Statements

**Black Management Forum**  
(Registration number 1981/001893/08)  
Annual Financial Statements for the year ended 31 May 2015

**Notes to the Annual Financial Statements**

**Figures in Rand**

<table>
<thead>
<tr>
<th>Name of company</th>
<th>Nature of business</th>
<th>% holding 2015</th>
<th>% holding 2014</th>
<th>Carrying amount 2015</th>
<th>Carrying amount 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMF Leadership Search Proprietary Limited</td>
<td>Recruitment services</td>
<td>100.00 %</td>
<td>100.00 %</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>BMF Empowerlogic Proprietary Limited</td>
<td>Consulting services</td>
<td>50.00 %</td>
<td>50.00 %</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Black Management Forum Investment Limited</td>
<td>Investment holding</td>
<td>63.43 %</td>
<td>63.43 %</td>
<td>5,100</td>
<td>5,100</td>
</tr>
</tbody>
</table>

Subsidiaries are held at cost less any impairment losses. BMF Leadership Search Proprietary Limited and BMF Empowerlogic Proprietary Limited have been dormant since 2009. BMF Investment Limited is the only trading subsidiary. The consolidated Annual Financial Statements for Black Management Forum are available for inspection at the companies' registered office.
5. Other financial assets

Financial assets at fair value through profit or loss

Nedbank Unit trusts

This investment is risk free and yields an internal rate of return of 7.32%. The funds are accessible within 24 hours.

Financial assets held at fair value through other comprehensive income

Sasol Inzalo Group Limited

The investment in the funded Sasol Inzalo share scheme is 204,918 unquoted shares whose fair value cannot be measured reliably. In terms of the conditions of the scheme, the shareholders are prohibited from trading in these shares until 2018.

Ritztrade 159 Proprietary Limited

The Black Management Forum holds a 5% interest in Ritztrade 159 Proprietary Limited, which holds a 17% interest in Tsogo Sun Emonti Proprietary Limited. Tsogo Sun Emonti Proprietary Limited is engaged in the gaming, hotels and entertainment industry in Eastern Cape.

6. Loans to group companies

Subsidiaries

BMF Leadership Search Proprietary Limited

The loan is interest free, unsecured and has no fixed terms of repayments

7. Trade and other receivables

Trade receivables

Prepayments

VAT

Other receivables

1,739,022

1,404,803
### Notes to the Financial Statements

**ANNUAL FINANCIAL STATEMENTS**
**FOR THE YEAR ENDED 31 MAY 2015**

**Black Management Forum**
(Registration number 1981/001893/08)
Annual Financial Statements for the year ended 31 May 2015

**Notes to the Annual Financial Statements**

Figures in Rand

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8. Cash and cash equivalents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash on hand</td>
<td>3,452</td>
<td>3,196</td>
</tr>
<tr>
<td>Bank balances</td>
<td>7,885,931</td>
<td>10,717,132</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,889,383</td>
<td>10,720,328</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9. Financial assets held at fair value through other comprehensive income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial assets held at fair value through other comprehensive income</td>
<td>2,495,524</td>
<td>2,191,547</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>10. Finance lease obligation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum lease payments due</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- within one year</td>
<td>103,285</td>
<td>64,517</td>
</tr>
<tr>
<td>- in second to fifth year inclusive</td>
<td>376,061</td>
<td>189,105</td>
</tr>
<tr>
<td>- later than five years</td>
<td>23,264</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>502,610</td>
<td>253,622</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>less: future finance charges</td>
<td>(363,948)</td>
<td>(141,843)</td>
</tr>
<tr>
<td><strong>Present value of minimum lease payments</strong></td>
<td>138,662</td>
<td>111,779</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present value of minimum lease payments due</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- within one year</td>
<td>(3,630)</td>
<td>18,619</td>
</tr>
<tr>
<td>- in second to fifth year inclusive</td>
<td>121,080</td>
<td>93,160</td>
</tr>
<tr>
<td>- later than five years</td>
<td>21,212</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>138,662</td>
<td>111,779</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current liabilities</td>
<td>138,662</td>
<td>93,160</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>-</td>
<td>18,619</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>138,662</td>
<td>111,779</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11. Trade and other payables</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade payables</td>
<td>58,801</td>
<td>809,486</td>
</tr>
<tr>
<td>Amounts received in advance</td>
<td>203,877</td>
<td>255,000</td>
</tr>
<tr>
<td>Leave pay provision</td>
<td>405,214</td>
<td>209,290</td>
</tr>
<tr>
<td>Legal settlements</td>
<td>-</td>
<td>150,000</td>
</tr>
<tr>
<td>Sundry creditors</td>
<td>569,681</td>
<td>1,216,865</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,237,573</td>
<td>2,640,641</td>
</tr>
</tbody>
</table>
12. Financial assets by category

The accounting policies for financial instruments have been applied to the line items below:

**2015**

<table>
<thead>
<tr>
<th></th>
<th>Fair value through profit or loss</th>
<th>Financial assets at fair value through other comprehensive income</th>
<th>Financial assets measured at amortised costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans to group companies</td>
<td>-</td>
<td>304,107</td>
<td>-</td>
<td>304,107</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>4,036,674</td>
<td>7,495,524</td>
<td>-</td>
<td>11,532,198</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>-</td>
<td>-</td>
<td>1,739,022</td>
<td>1,739,022</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>-</td>
<td>-</td>
<td>7,889,383</td>
<td>7,889,383</td>
</tr>
<tr>
<td></td>
<td>4,036,674</td>
<td>7,799,631</td>
<td>9,628,405</td>
<td>21,464,710</td>
</tr>
</tbody>
</table>

**2014**

<table>
<thead>
<tr>
<th></th>
<th>Financial assets at fair value through other comprehensive income</th>
<th>Financial assets measured at amortised costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans to group companies</td>
<td>-</td>
<td>262,058</td>
<td>262,058</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>7,191,547</td>
<td>-</td>
<td>7,191,547</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>-</td>
<td>119,864</td>
<td>119,864</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>-</td>
<td>10,720,328</td>
<td>10,720,328</td>
</tr>
<tr>
<td></td>
<td>7,191,547</td>
<td>11,102,250</td>
<td>18,293,797</td>
</tr>
</tbody>
</table>

13. Financial liabilities by category

The accounting policies for financial instruments have been applied to the line items below:

**2015**

<table>
<thead>
<tr>
<th></th>
<th>Financial liabilities measured at amortised cost</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other payables</td>
<td>1,237,573</td>
<td>1,237,573</td>
</tr>
</tbody>
</table>

**2014**

<table>
<thead>
<tr>
<th></th>
<th>Financial liabilities measured at amortised cost</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other payables</td>
<td>2,385,642</td>
<td>2,385,642</td>
</tr>
</tbody>
</table>
14. **Revenue**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership fees</td>
<td>1,295,944</td>
<td>1,370,665</td>
</tr>
<tr>
<td>Conferences and functions</td>
<td>1,787,699</td>
<td>2,308,833</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>2,318,018</td>
<td>5,071,095</td>
</tr>
<tr>
<td>Corporate update dinner</td>
<td>678,750</td>
<td>1,056,864</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,080,411</strong></td>
<td><strong>9,807,457</strong></td>
</tr>
</tbody>
</table>

15. **Other income**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>African Leader magazine</td>
<td>10,099</td>
<td>-</td>
</tr>
<tr>
<td>Rent received</td>
<td>318,784</td>
<td>367,134</td>
</tr>
<tr>
<td>Sundry income</td>
<td>1,039,842</td>
<td>65,118</td>
</tr>
<tr>
<td>Donations for training</td>
<td>200,000</td>
<td>-</td>
</tr>
<tr>
<td>Events sponsorship</td>
<td>1,146,895</td>
<td>113,305</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,715,620</strong></td>
<td><strong>545,557</strong></td>
</tr>
</tbody>
</table>

16. **Operating deficit**

Operating deficit for the year is stated after accounting for the following:

**Operating lease charges**

- **Premises**
  - Contractual amounts
    - 2015: 113,973
    - 2014: 99,601

- **Equipment**
  - Contractual amounts
    - 2015: 61,334
    - 2014: 51,957

- Depreciation and amortisation
  - 2015: 541,599
  - 2014: 530,436

- Employee costs
  - 2015: 8,051,418
  - 2014: 4,271,652

- Research and development costs
  - 2015: 29,220
  - 2014: 144,800

17. **Investment revenue**

**Dividend revenue**

- BMF Investment Limited
  - 2015: 12,685,860
  - 2014: 6,342,830

- Sasol Inzalo Group Limited
  - 2015: -
  - 2014: 450,920

- **Total**
  - 2015: 12,685,860
  - 2014: 6,793,750

**Interest revenue**

- Bank
  - 2015: 120,350
  - 2014: 199,698

- **Total**
  - 2015: 12,806,210
  - 2014: 6,993,448

18. **Finance costs**

- Interest paid
  - 2015: 125,388
  - 2014: 40,524

19. **Taxation**

No provision has been made for 2015 tax as the company is exempt from taxation in terms of Section 10(1)(cN) of the income Tax Act of 1962 as amended.
20. Auditors’ remuneration

<table>
<thead>
<tr>
<th>Fees</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>278,536</td>
<td>243,645</td>
</tr>
</tbody>
</table>

21. Other comprehensive income

Components of other comprehensive income restated- 2015

<table>
<thead>
<tr>
<th>Items that may be reclassified to profit or loss</th>
<th>Gross</th>
<th>Tax</th>
<th>Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets at fair value through other comprehensive income adjustments</td>
<td>303,977</td>
<td>-</td>
<td>303,977</td>
</tr>
</tbody>
</table>

Components of other comprehensive income - 2014

<table>
<thead>
<tr>
<th>Items that may be reclassified to profit or loss</th>
<th>Gross</th>
<th>Tax</th>
<th>Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets at fair value through other comprehensive income adjustments</td>
<td>399,636</td>
<td>-</td>
<td>399,636</td>
</tr>
</tbody>
</table>

22. Cash used in operations

<table>
<thead>
<tr>
<th>Deficit before taxation</th>
<th>2,570,266</th>
<th>2,010,279</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>541,599</td>
<td>530,436</td>
</tr>
<tr>
<td>Dividends received</td>
<td>(12,685,860)</td>
<td>(6,793,750)</td>
</tr>
<tr>
<td>Interest received - investment</td>
<td>(120,350)</td>
<td>(199,698)</td>
</tr>
<tr>
<td>Finance costs</td>
<td>125,388</td>
<td>40,524</td>
</tr>
<tr>
<td>Inventory write off</td>
<td>-</td>
<td>12,792</td>
</tr>
<tr>
<td>Changes in working capital:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>-</td>
<td>19,981</td>
</tr>
<tr>
<td>Increase in trade and other receivables</td>
<td>(334,218)</td>
<td>(27,971)</td>
</tr>
<tr>
<td>Increase in trade and other payables</td>
<td>(1,403,069)</td>
<td>1,016,994</td>
</tr>
<tr>
<td></td>
<td>(11,306,244)</td>
<td>(3,390,413)</td>
</tr>
</tbody>
</table>

23. Related parties

<table>
<thead>
<tr>
<th>Relationships</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsidiaries</td>
<td>Refer to note 4</td>
</tr>
<tr>
<td>Members of key management</td>
<td>Directors - Refer to Directors' Report</td>
</tr>
</tbody>
</table>

Related party balances

<table>
<thead>
<tr>
<th>Loan accounts - Owing by related parties</th>
<th>BMF Leadership Search</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>304,107</td>
</tr>
<tr>
<td></td>
<td>262,058</td>
</tr>
</tbody>
</table>
### Notes to the Financial Statements  

#### 24. Risk management

**Liquidity risk**

The company’s risk to liquidity is a result of the funds available to cover future commitments. The company manages liquidity risk through an ongoing review of future commitments and credit facilities.

Cash flow forecasts are prepared and adequate utilised borrowing facilities are monitored.

The table below analyses the company’s financial liabilities and net-settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

**At 31 May 2015**

<table>
<thead>
<tr>
<th>Financial liability</th>
<th>Less than 1 year</th>
<th>Between 2 and 5 years</th>
<th>Over 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forward foreign exchange contracts - cash flow hedges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance lease obligation</td>
<td>103,285</td>
<td>376,061</td>
<td>23,264</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>1,237,573</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**At 31 May 2014**

<table>
<thead>
<tr>
<th>Financial liability</th>
<th>Less than 1 year</th>
<th>Between 1 and 2 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forward foreign exchange contracts - cash flow hedges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance lease obligation</td>
<td>18,619</td>
<td>93,160</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>2,640,641</td>
<td>-</td>
</tr>
</tbody>
</table>

**Interest rate risk**

The Black Management Forum has no significant interest-bearing assets, the company’s income and operating cash flows are substantially independent of changes in market interest rates.

**Financial Instruments**

Loans to related parties - interest free with no fixed terms of repayment.

Finance lease liability - fixed payments for 60 months.

**Credit risk**

Credit risk consists mainly of cash deposits, cash equivalents, financial instruments and trade debtors. Company only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

<table>
<thead>
<tr>
<th>Financial instrument</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank balances - Nedbank, ABSA, FNB and Standard Bank</td>
<td>7,885,383</td>
<td>10,717,132</td>
</tr>
<tr>
<td>Nedbank Unit Trust</td>
<td>4,036,674</td>
<td>-</td>
</tr>
<tr>
<td>Petty cash</td>
<td>3,452</td>
<td>3,197</td>
</tr>
</tbody>
</table>
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