



the
AKANANI
experience





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Nedbank (South Africa)

AUDITORS: PricewaterhouseCoopers

Contact us. We would be glad to support your initiatives.....*AC*

prescript

January 2009

It gives us great pleasure to introduce **Akanani Consulting** to you and to take this opportunity to also share our values, points of view on today's pressing business issues and our vision of the future.

Akanani is a consulting company rooted in the ethos of excellence, honesty, and professionalism.

Within these pages, we have sought to provide you with insights of our capabilities, points of views, track record and the talents of our amazing team of consultants to enable you to get better acquainted with us and to know what we can do for your organisation.

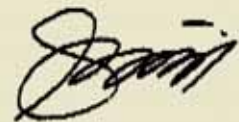
We aim to become the largest African consulting company by 2011 and look forward to the opportunity to be of service.



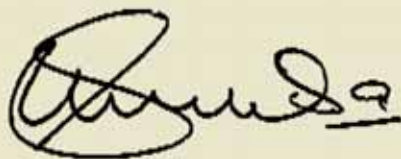
S. BVUMA



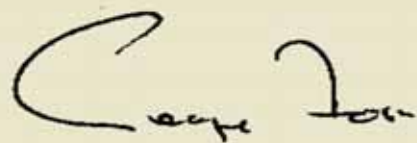
T. ZIKHALI



M. MNISI



N. KHIBA



G. FOSU

THE BEGINNINGS

Ideas are the beginning of all achievements



...AKANANI

Akanani Consulting is a subsidiary of Akanani Group (Pty) Ltd, (a wholly-owned black African company), focused on assisting organisations in crafting effective and responsive strategy, and operations management solutions.

Established in 2002, the firm was born out of a desire to re-script the definition of excellence in a distinctly African sense by offering consulting services and thought-provoking research-based insights that are responsive to our clients needs and business challenges.



Our Beliefs

Akanani Consulting shares the same over-arching beliefs as that of the holding company. These beliefs inform the way we do business, the manner in which we engage with clients and how we grow our people to take on leadership roles in the company and in the communities they live in. Indeed the importance of seeking excellence in all that we do informs our philosophy of **“building each other”** and hence the Xitsonga-derived name: **AKANANI**.

Our beliefs therefore embody this philosophy of nurturing with the view to unlocking human and organisation potential for high performance in order to ensure growth, innovation and excellence. This philosophy is central to our corporate vision, mission and value system.

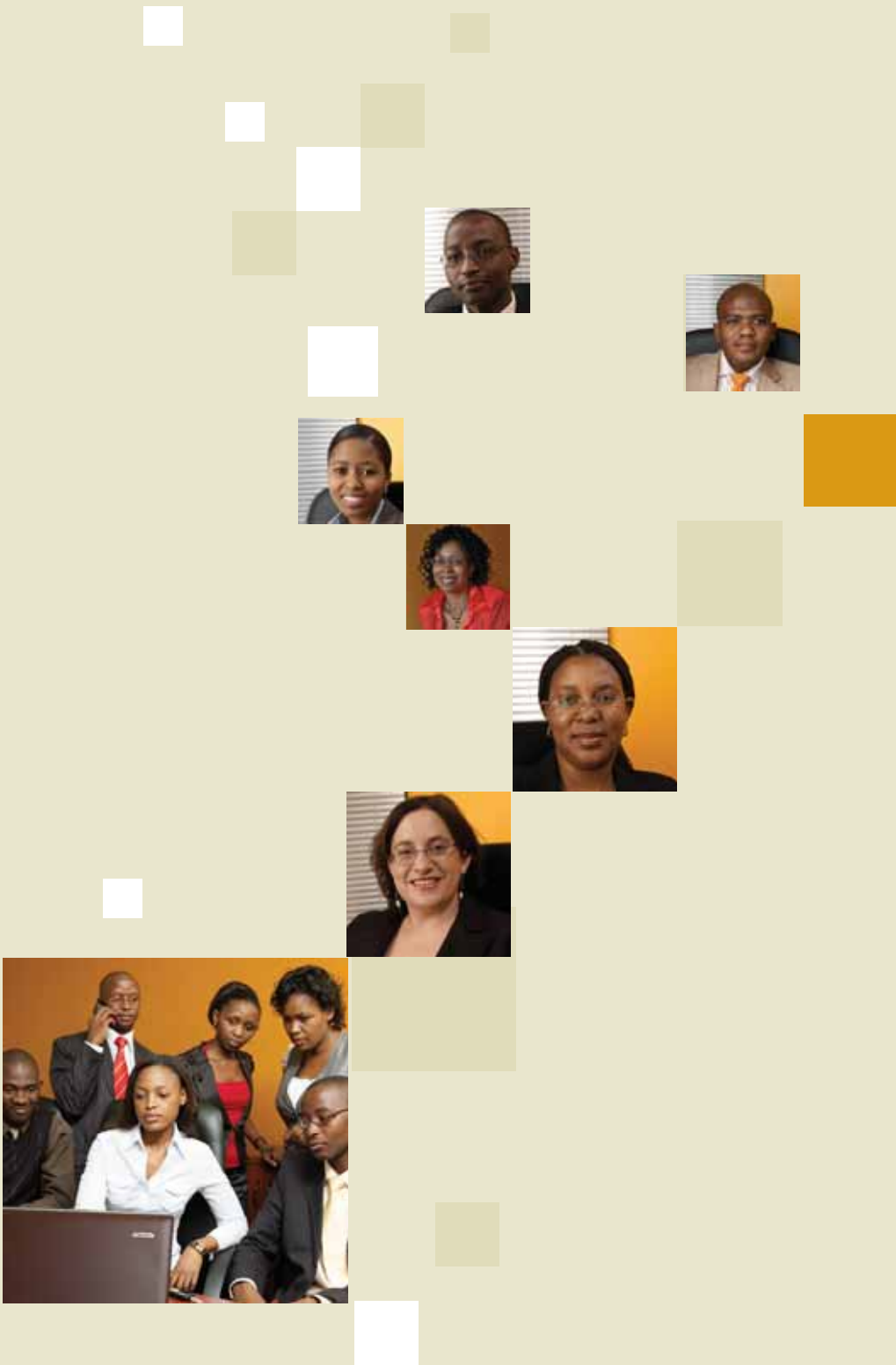
Our vision and mission

Our **vision** is to be the premier African-owned global consulting firm with a reputation for delivering consistent high quality service. Our **mission** is to leverage our unique African perspectives to provide high impact solutions to critical issues *that matter* to our clients, locally and internationally.



Our Strategy Means

- Wherever possible we will choose to adopt an Africa-centric solution stance that is tailored for the unique challenges of this vast continent
- We believe that excellence, growth and development can be nurtured by adopting business practices founded on the people-centred values shared in resilient African communities
- We will only engage on issues that are of fundamental importance to our clients and for which we believe that our engagement will make a real difference to their circumstances
- We will establish an international presence to service governments and businesses across Africa and in other jurisdictions



A DEEPER UNDERSTANDING OF THE BUSINESS ISSUES

Progress lies not in enhancing what is, but
in advancing towards what should be



... MARKET INSIGHT

We live in challenging times. The market place is placing great strain on both private and public sector organisations.

Public sector organisations are in competition with each other for public and private funds. Private companies and organisations are facing ever increasing demands from their shareholders for better returns on investment.

Society is demanding greater accountability from organisations for their environmental and socioeconomic stewardship wherever they operate.



client focus

client focus

These issues and other factors such as the increasing effects of market regulation; the human capital deficit; and economic uncertainty, create management and operating environment complexity for organisations which are further compounded by the dynamic interplay of these issues.

What this means, is that organisations need to work smarter, have deeper understanding of their markets to decipher trends and identify opportunities for the realization of value and profit. Internally, business systems and processes need to be responsive, the workforce needs, to be well trained in order to competently overcome these challenges, and leadership needs to be clear on to its priorities.

A business-as-usual philosophy is guaranteed to lead to business failure.

Our Service Offerings and Solutions

At **Akanani Consulting** we have developed a set of core services and solutions that aim to support organisations such as yours achieve performance excellence.

Strategy and Change

- Business Strategy & Modeling
- Organisation Design & Change Management
- Organisation Performance Management
- Local Economic Development Strategy
- Integrated Development Planning
- Risk Management

Human Capital Management

- Leadership & Development
- Human Resource Management
- Training & Development
- Employee Performance Management
- Competency Assessments
- Skills Audits
- Industrial & Labour Relations Management

Business Process Improvement

- Value Chain Analysis
- Business Process Modeling & Re-engineering
- Process Automation & Workflow

Financial Management

- Accounting & Budgeting
- Financial Appraisals & Valuations
- Costing and Profitability Analysis
- Tariff studies



client focus

client focus

Bringing Innovative Thinking to Our Clients

The firm's philosophy of nurturing knowledge is reflected in our strategic intention of establishing partnerships with leading local and international academic institutions with the view of performing collaborative research to gain new insights and perspectives on issues that affect the effectiveness of organisations.



The knowledge acquired from our research is to be shared freely with clients in our soon to be launched quarterly publication: **Akanani | Insight**. These findings would be interpreted to provide our clients with guidance on the definitive actions required to translate theory into practice.

A further aim of Akanani Insight is to make available our points of views on emerging issues and trends, as well as, provide a discussion platform to clients and subject-matter-experts on issues related to business performance.

CONSISTENTLY EXCELLENT EXECUTION

Excellence can only be attained if you *Care* more than others think is wise, *Risk* more than others think is safe, *Dream* more than others think is practical, and *Expect* more than others think is possible



... RESPONSIVE DELIVERY

We recognise the uniqueness of each client and the importance of having well developed systems that are finely tuned to sense and respond to the specific client-satisfaction factors that are critical for the success of each engagement. In addition, we understand the importance of ensuring that all engagements are executed economically and that project objectives are fully realised.

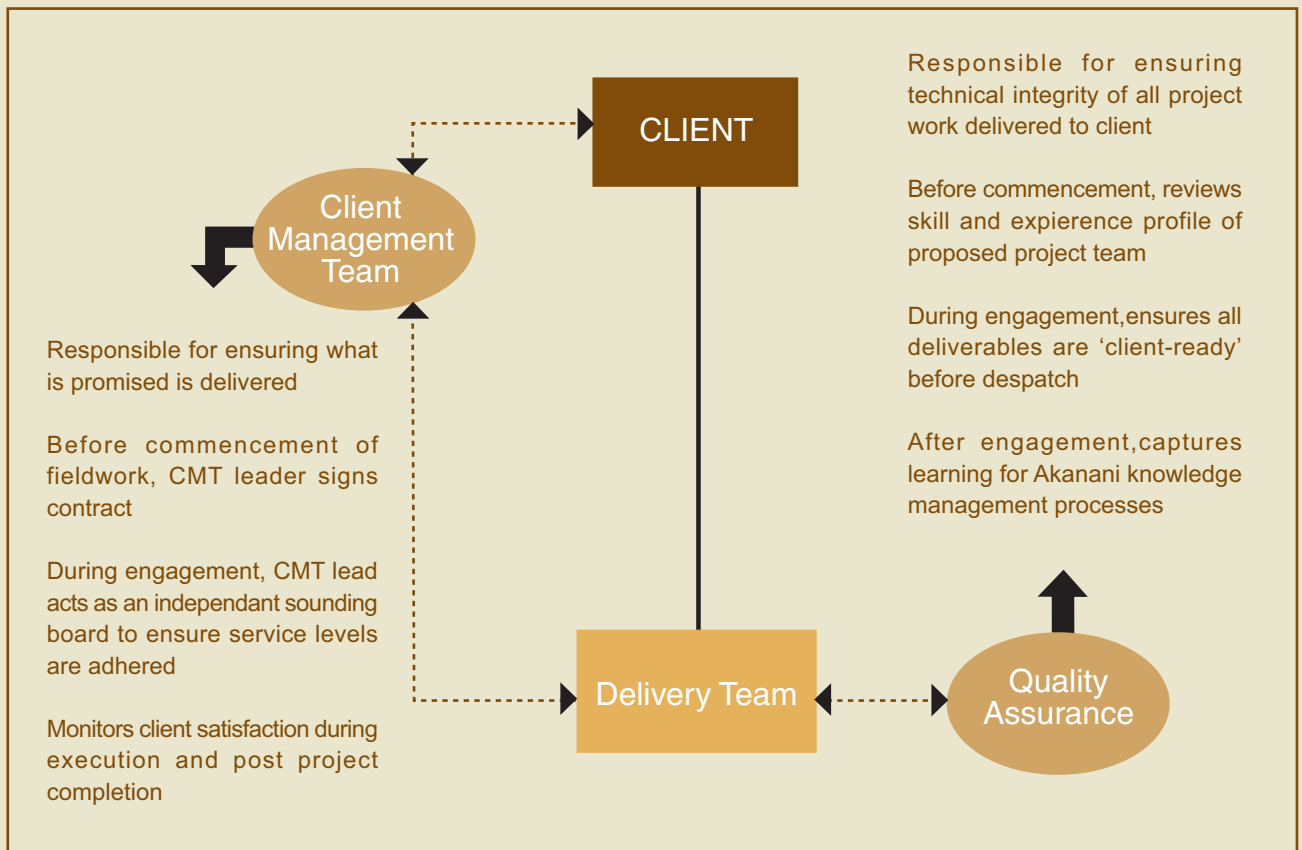
A Unique Delivery Model

To ensure that **we deliver what we promise** all our engagements are structured to address three key informants of client-satisfaction, namely: client expectation management, execution management, and quality management. These three components provide a systematic and structured framework for ensuring that project execution is consistently excellent.

Client satisfaction is managed through the deployment of **Client Management Teams (CMTs)**. Individuals allocated to this role are directors or partners of the firm. They have responsibility for contracting, finalising the engagement service level agreement, as well as monitoring the condition of client satisfaction at key staging points in the project. CMTs therefore have continuous interaction with the client and the core delivery team through out the life the engagement and after. Post engagement client liaison is important for assessing post-implementation support and consolidating key learnings which are fed back into our knowledge management processes to aid continuous improvement in everything we do.

The second key component of our engagement team is the **Delivery Team**, which has primary responsibility for realising clients expectations. Executing day-to-day fieldwork is challenging and requires professionals who are intelligent with first class people-skills and are adept in managing unexpected twists and turns that may arise in the course of the project. To this end we make sure that all our engagements are led by seasoned senior consultants who have achieved the highest level of professional accomplishment. These Partner-level consultants are deployed to provide hands-on leadership, management and direction work. Pre-engagement research and briefings are non-negotiable inception activities facilitated

over all project work. Pre-engagement research and briefings are non-negotiable inception activities facilitated at the onset of each engagement. Our clients are encouraged to participate in these briefings. This helps to meld the consulting team and the client project team into one homogenous task team, and reinforces our clients' commitment, ownership and sponsorship which are essential prerequisites for any successful project. Each consultant undergoes carefully pre-assessment along a number of dimensions including: technical expertise; understanding of the industry context that the client operates within; team and client compatibility; and past record of performance before being proposed for membership to the delivery team.



Integrated into the delivery model is a **Quality Assurance** function that incorporates rigorous checks and peer reviews before, during and after every engagement to ensure that what is delivered to the client meets not only superior technical integrity but also meets the standard of quality that the client marketplace expects of outputs bearing the Akanani brand. Our project management toolkit and proprietary methodologies also play key roles in supporting quality assurance by providing standard well tried and tested techniques based on worldclass benchmarks. These toolkits are also utilised as pre-engagement learning accelerators as part of our knowledge transfer processes aimed at building capacity within client environments.

Selection of Past and Present Clients

Gauteng Department of Local Government - feasibility study on establishment of a metro form of government

Royal Bafokeng Administration - development of organisational structures

Limpopo Provincial Department of Local Government and Housing - development of municipal infrastructural investment framework

Municipal Councillors Pension Fund - design and implementation of human resource management policies and systems

Johannesburg Development Agency - assessment, design and implementation performance management systems

Bojanala Platinum District Municipality - facilitation of strategic planning session to undertake an organisational mid-term performance review

Postbank - operations improvement review and documentation of banking policies and procedures

National Department of Minerals and Energy - business process re-engineering and development of policy and procedure manuals

Development Bank of Southern Africa - assessment of performance management capability and development of a turnaround strategy for twenty-five (25) municipalities

Gauteng Department of Local Government - diagnostic analysis of the institutional governance framework capacity of local government in the province

Moretele Local Municipality - development of service delivery business implementation plans

EDI Holdings - Financial, HR, Operations and Asset ring-fencing of electricity distribution businesses

of various municipalities as part of the restructuring of the electricity distribution industry in South Africa

Taxi Scrapping Administration - provision of outsource human resource administration support on a retainer and advise on labour relations matters

Transnet Pension Funds - competency assessments and training management for call centre division

Development Bank of Southern Africa - facilitation of performance management training interventions National Department of Trade and Industry- facilitation of strategic planning session

Gauteng Shared Services Centre - audit of procurement practices at GSSC; governance review; management training on successful people management; competency assessment of senior management

Westonaria Local Municipality - facilitation of strategic planning workshops

Oxfam - organisational review of the Southern African regional programme: South Africa, Zimbabwe, Zambia, Mozambique, Angola and Malawi

Sedibeng District Municipality - facilitation of a business planning integration workshops between Finance and Corporate Services City of Johannesburg- strategic planning, development of organisational structures, job profiling and performance management review

Madibeng Local Municipality - review and development of organisational structures to align with strategic agenda of the municipality

Gauteng Liquor Agency - assistance with transformation of the Gauteng Liquor Board into a Provincial Agency

Mogale Local Municipality - organisation-wide business processes re-engineering, organisation culture climate survey and development of human resources strategy

City of Johannesburg - review of HR policies and procedures to ensure alignment with legislative and regulatory requirements

Gauteng Department of Economic Development - development of a provincial integrated development plan

National Department of Provincial and Local Government - performance assessment of identified municipalities nationally.

Department of Transport - development of human resource strategy

Nelson Mandela Metropolitan Municipality - development of labour relations strategy

World Bank - development of local government institutional development strategies for the Government of Swaziland

North West Department of Local Government and Housing - development and implementation of performance scorecards and service delivery business implementation for fifteen (15) municipalities

Gauteng Shared Services Centre (GSSC) - performance of an organisation governance review; development of management competency model; evaluation of operational plans

Office of the Presidency - development of land use management strategy for the Office of the Presidency

Automotive Supplier Park - development of a performance management system

Case Study Snapshots

In order to give you greater insight into the typical size and complexity of our engagements and to demonstrate the technical capability of Akanani we have randomly selected a sample of past engagements and presented snapshots of how the engagement was executed and briefly outlined the value that was added to our clients. These snapshots also highlight local and international delivery capacity, different industry experiences (financial services, government, not-for-profit, parastatals), the scope of our service offering, the competence of our consultants, and the level of professional trust and confidence that so many clients have developed in the delivery capability of **Akanani Consulting**.

Solution Area: BUSINESS PROCESS REENGINEERING



NATIONAL DEPARTMENT OF MINERALS AND ENERGY
Finance and Supply Chain End-to-End Process Analysis &
Redesign

Context:

The operating environment of Department of Minerals and Energy was plagued with a number of issues these included: a lack of comprehensively documented processes, policies and procedures; the proliferation of informal (or invisible) policies and procedures; lack of role clarity; non-alignment of financial processes with newly enacted laws and regulations; duplication of processes; redundant processes and a growth in non-value adding procedures. This business environment exposed the Department to weak internal control environment and impaired the division's responsiveness to supporting the core service delivery mandate of the Department.

Summary description:

The scope of work required us to:

- Perform an assessment of the existing business processes, systems and workflows to determine those that should be re-engineered for better service delivery

- Identify areas where new business processes, systems and workflows were required;
- Develop blueprints and implementation plans for the re-engineering of current business processes, systems and workflows or development of new business processes, systems and workflows based on the outcome of the process assessments;
- Provide a methodology for the review and monitoring of existing business processes for future use by the organisation;
- Develop a change management programme for the benefit of the organisation;

Following an initial entry conference with the steering committee, the project commenced with the development of a detail project plan setting out weekly activities of each of the work-streams. Internal communications were drafted to initiate change management and ensure that staff anxiety was managed proactively.

A series of interviews were conducted with the Executive Managers, Section Managers, and certain key staff within the organisation. These interviews were aimed at understanding the critical processes within the organisation, the key operational issues associated with them, their critical success factors, the cross-cutting integration points and of the mission critical factors that inform the organisation's ability to deliver a responsive service delivery.

Detail document reviews were conducted and further consultations were made with staff that actually performed the work in order to create detail activity taxonomies and to map the 'As Is' process environment. Validation work-through exercises were performed for each and every process to confirm the accuracy of the process maps and to gain a first-hand understanding of the process issues. Best Practice research was conducted to benchmark the status quo with and identify improvement opportunities. All legislation relevant to the organisation was researched and their impact on process redesign was ascertained. Pulling all the information together with our own knowledge we redesigned new processes, and developed policy and procedure manuals. A training programme was put in place to assist staff to transition effortlessly to the new environment.

Solution Area: ORGANISATION DESIGN



OXFAM GREAT BRITAIN (SOUTHERN AFRICA)

Organisation Review of Southern Africa Regional Operations

Context:

Akanani Consulting was appointed to assist OXFAM Great Britain Southern Africa Region with its organisation review. The concepts behind Oxfam's restructuring seven years ago were farsighted and responded to alignment and integration challenges that were relevant to an earlier period in the organisation's history. Since then there have been changes in the operational and strategic priorities of Oxfam GB. These changes required a shift from a centralised management approach to a more enabling, and catalytic style of working that placed emphasis on Oxfam's values of participation, country programme accountability, and local ownership.

To that end OXFAM wanted an "out-of-the-box" perspective of alternative organisation configurations that might be applied to its business to enable the achievement of its strategic objectives more effectively and efficiently. This exercise was therefore about answering the question: *how should the regional centre play its game to achieve its ends in the context of the strategic change.*

Summary description:

The scope of our work focused on:

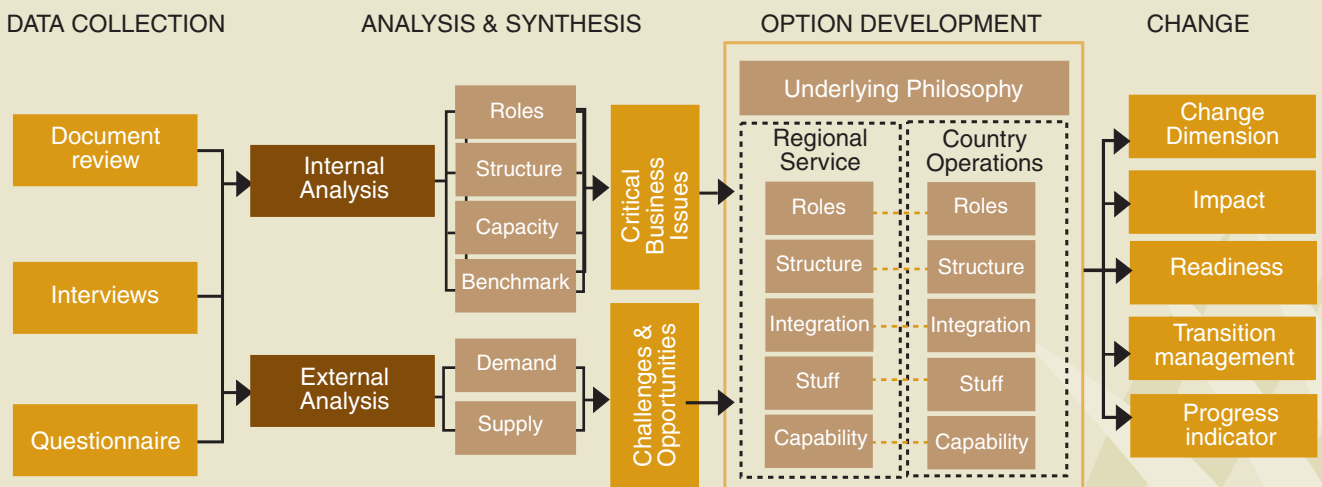
- Defining the role and remit of the regional centre and country programmes.
- Developing a new operating model supported by high level and detailed organisation reporting structures
- Identifying and designing integration mechanisms and protocols that will inform interactions between regional centre and country operations
- Identifying capacity requirements from a point of view of staff compliment

- Identifying issues and constraints affecting the operating environment related to existing policies procedures and technology deployment
- Providing advice on change management implications and developing a change management strategy

Our analysis took into account benchmark information received from a sample of OXFAM peers who have business operations similar to OXFAM, and our understanding of organisation design leading practice. The whole engagement was broken down into four distinct stages:

- Stage 1: Data Collection
- Stage 2: Analysis and Synthesis
- Stage 3: Option Development
- Stage 4: Change Strategy Development

Our analysis looked at the internal organizational environment as well as the external operating environment. The Internal Organisational Environment Analysis involved an examination of the effectiveness of current role allocations, structures, integration, and capacity in achieving OXFAM’s strategic and programme operations agenda. Our External Analysis focused on identifying country-specific systemic issues that affect OXFAM’s strategic and operating agenda.



The options that were finally crafted were guided by design principles deduced during the Analysis and Synthesis stage. These principles took into account OXFAM's strategic agenda and incorporated latest thinking in managing cross-thematic programmes across the different regional theatres. This engagement required international travel and engagement with staff located in Angola, Mozambique, Malawi, South Africa, Zimbabwe, Zambia and the United Kingdom.

Solution Area: HUMAN CAPITAL



NATIONAL DEPARTMENT OF PROVINCIAL & LOCAL
GOVERNMENT
Competency Assessment of Section 57 Managers

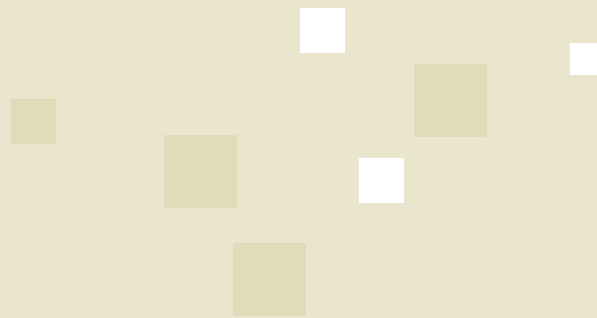
Context :

As part of an overall skills audit process targeting all municipal employees countrywide, the Cabinet of the South African Government commissioned an audit through the national Department of Provincial and Local Government (DPLG), to obtain diagnostic information on the quantity and quality of human capital capacity that exists within local government. The objective of this initiative is to re-channel capacity building interventions to specifically address critical skills/competencies gaps. The project scope encompassed the competence assessment of Section 57 managers (i.e. the municipal manager and direct reports) for all 283 local authorities in South Africa covering over 1500 managers. This assessment is one of its kind undertaken in Local Government in South Africa.

Summary description

The skills audit methodology adopted the customisation of a competency framework drawn from various government models such as the DPSA's Senior Management Services Competency Framework, National Treasury Municipal Regulations on Minimum Competence Levels and the source competencies applied by some municipalities. Out of this exercise, a Local Government Competency Model was developed. The framework was then deployed into an assessment centre approach applicable to the Local Government environment.

Alignment of all the competencies with the assessment tools (assessment matrix) was done to ensure that each identified competency is measured at least three (3) times. The assessment tools included: a case study about a municipality in South Africa and its attendant issues and challenges; a role play to determine the managers contextual understanding of political and administration dynamics, and how to sensitively communicate such issues on media; attributes assessment tools to assess work-related qualities, governance issues as well as ethical behaviour of the manager; a self assessment questionnaire to assess the candidate's perception of his/her proficiency as well as developmental needs in the eleven (11) competencies of the model; a peer review questionnaire (used for qualitative and triangulation purposes only) to assess the candidate's perception of a selected number of s57 managers with whom he /she works closely, on their strengths and developmental needs in the eleven (11) competencies of the model; a Local Government knowledge questionnaire to assess the candidate's knowledge and understanding on a range of local government issues; a skills audit questionnaire to gain biographical information; and a functional competencies questionnaire to identify job specific competence that is acquired mainly through formal training.



The competency framework and constructs were then translated into a position-competence scorecard to evaluate managers against benchmarked competence proficiency levels for the different positions and determine the competence gaps, strengths and developmental areas equivalent to the role and benchmarked proficiency levels.

The end product of the process is an individual report for each manager, Municipality, District, Province in South-Africa, and finally a National report indicating the capacity that exists across s57 positions in Local Government, with recommendations on capacity building interventions to specifically address gaps and challenges.

Solution Area: BUSINESS TRANSFORMATION



GAUTENG LIQUOR BOARD

Organization Transformation of The Gauteng Liquor Board

Context

The Gauteng Liquor Board is a regulatory authority. The main objective of this project was to facilitate the Board's transformation process to a statutory agency. Akanani was required to provide strategic planning and management support during the transitional period to ensure that the establishment of the new agency was executed effectively. The scope of work was multi-disciplinary. The interventions were aimed at creating a coherent and integrated corporate strategy; coherent organisational structure that supported effective and functional execution of the organisation's mandate and responded to the economic imperatives of the Gauteng Provincial Government.

Summary description

Our engagement scope included:

- Facilitation and design of the corporate strategy
- Development of a new organisation architecture encompassing: process design, roles definition and grading, staff placement protocol and the development of a responsive performance management system
- Support in building sustainable change capability (migration, transfers and change management plans)
- Provision of technical guidance relating to programme/ project management

Industry: FINANCIAL SERVICES



SAPO POSTBANK

Operations Improvement Project

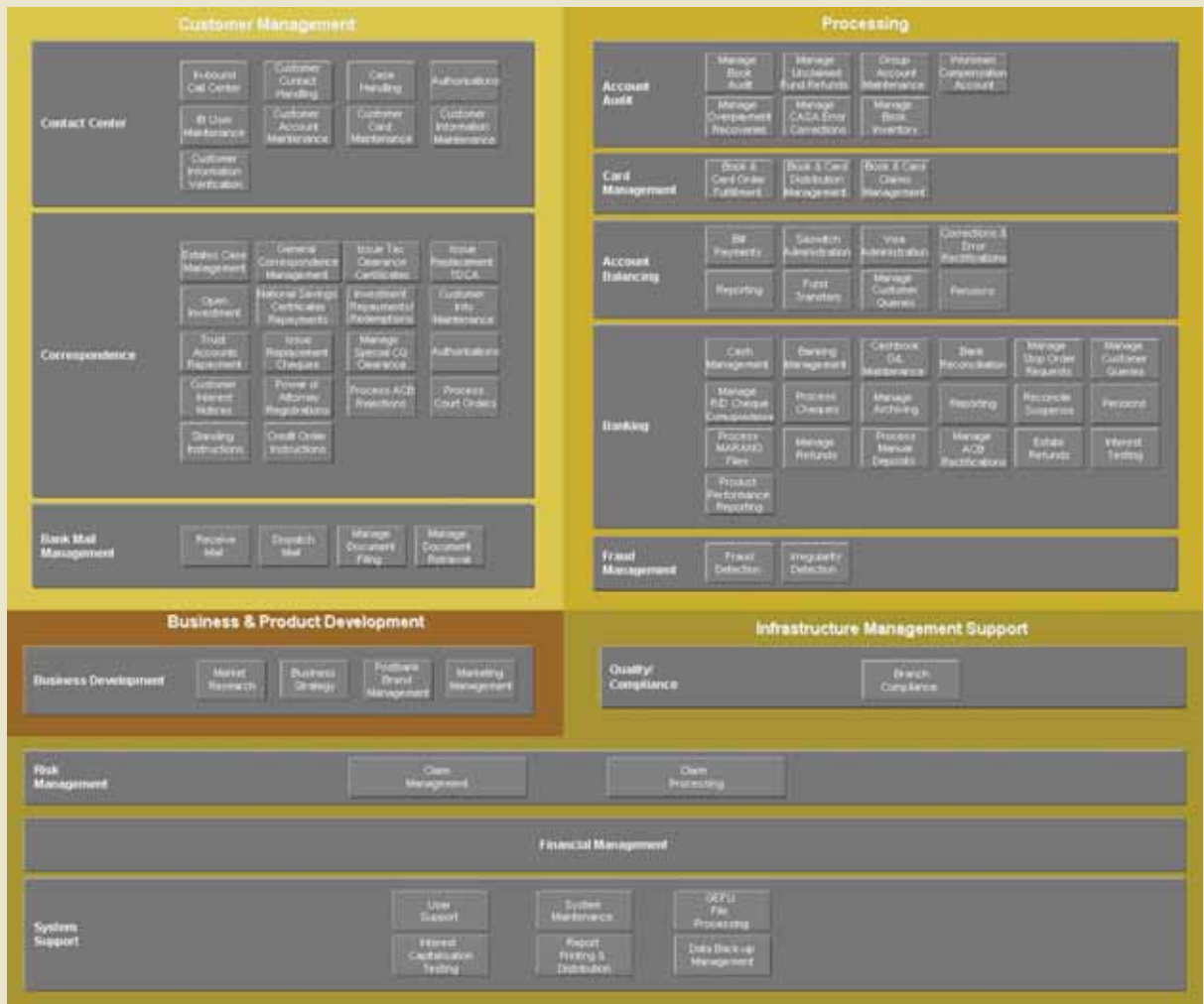
Context:

Postbank is the banking arm of the South African Post Office. The scope of this project encompassed the entire banking operations of Postbank. For “many years, Postbank had made a number of attempts to document its banking operations processes without much success”. Apart from the operating risks that Postbank was exposed to, the tightening of the regulatory environment (eg. introduction of anti-laundering regulation- FICA), and the increased attention of the Reserve Bank and the FSB created greater urgency for Postbank to ensure that its banking operations processes were documented and therefore transparent to the regulatory authorities.

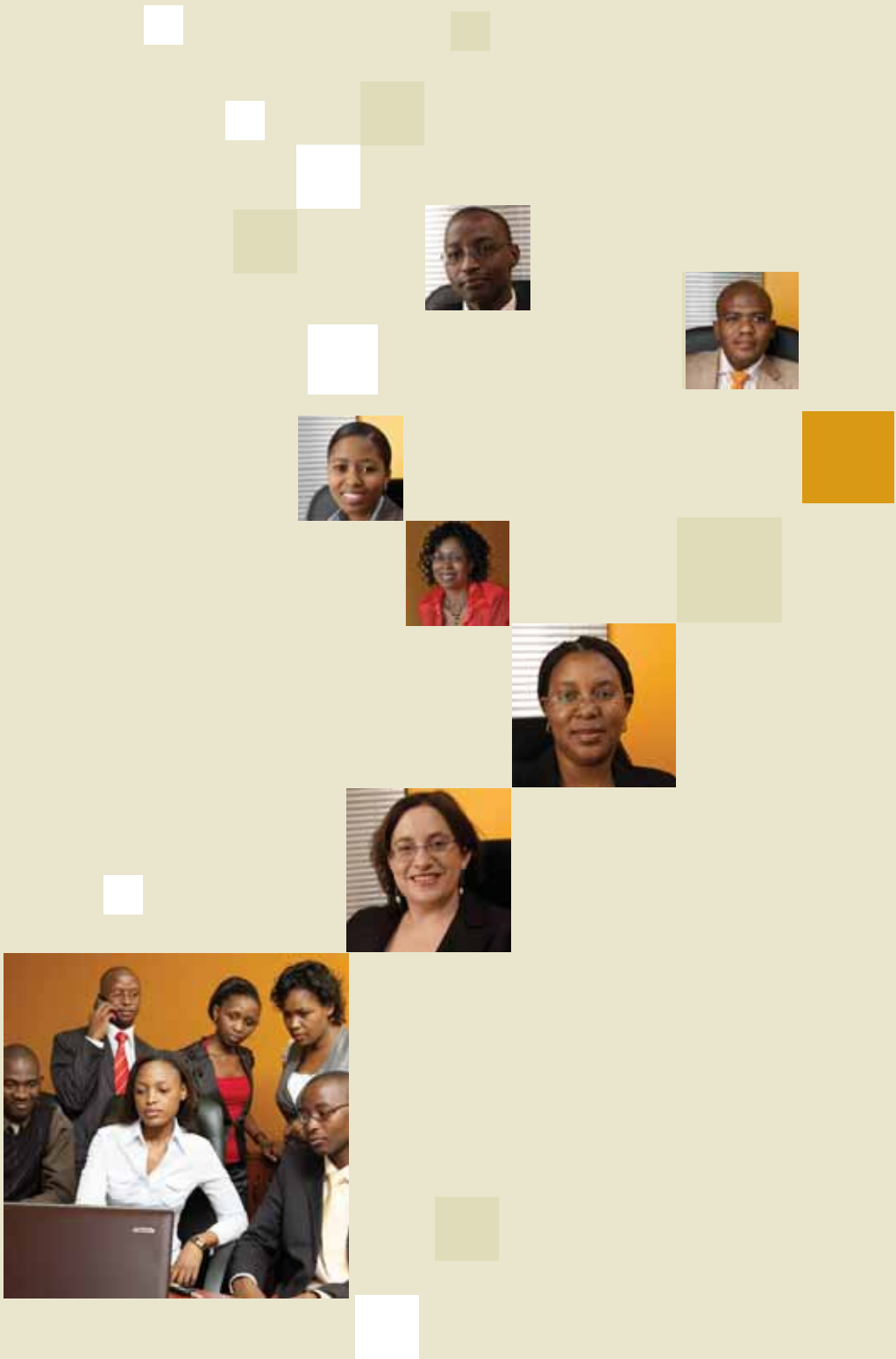
Summary description

Akanani Consulting was appointed as the sole service provider to perform the complete documentation of the all the banking processes of Postbank. These processes covered its retail and internet banking operations. All the banking products of Postbank were also addressed. This included: savings accounts, time deposit accounts, and credit cards.

As part of the improvement opportunities we recommended a new operating configuration for Postbank banking operations to realign its structure to its strategy which had changed quite significantly over the last fifty years. This model is presented on the following page



Through a series of interviews, document reviews and walk through validation exercises the entire banking operations for Postbank were documented. This included process flows, policy and procedure manuals, as well as an operations management improvement opportunity report.



AMAZING PEOPLE

The ultimate measure of a man is not where he stands in moments of comfort and convenience, but the position he adopts in times of challenge and controversy



...2008 MASTER-CLASS

Akanani Consulting is made up of over 20 full-time permanent staff drawn from a variety of backgrounds enriching the firm with the broad range of skills and knowledge that are necessary to address the difficult business problems that organisations face in today's challenging times. These consultants, whatever their level,¹ are therefore the foundation of our reputation.

In this Section we profile a cross-section of our consultants to give you a flavour of the quality of resources we have available for deployment. Many of these consultants have achieved very senior positions in their previous work environments. Some are acknowledged as subject matter experts by their peers and clients. Others have substantial international experience. However, the one common thread that runs through all our consultants is their burning desire to make a difference whatever their deployment.

SELECTED PROFILES

SOLANI BVUMA BSc, MSc (Clinical Psychology) – Partner

Solani is a very versatile, multi-talented consultant and has operated at both a directorial level and at a hands-on implementation level. Solani has extensive experience in organisation development and particular insight into the leadership and development challenges of high performing organisations. She has developed numerous competency models for a variety of different organisations for senior and middle management. Solani's psychology background has given her exceptional insight into the behavioural issues associated with organisation change management. Her international consulting experience has involved engagements in Botswana, Lesotho, Mozambique and the United States. Solani is currently enrolled on a doctoral programme with the University of South Africa.



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¹There are five levels which broadly reflect the skills, experience and performance of a consultant, namely: Research analyst; Consultant; Senior consultant; Managing consultant; and Partner

THOMAS PHETLA BTech (Public Administration) – Senior Consultant

Thomas is a senior consultant with deep experience in public sector management encompassing: organisation architecture; financial management; service delivery governance; and operations management. Thomas has applied accepted public administration systems and concepts to develop new management models to address complex business problems. His client engagements have included national, provincial and local government, as well as large government utilities such Eskom and Transnet. Prior to joining Akanani Consulting, Thomas' work experiences have included stints at Ernst & Young and Deloitte.



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MCEZI MNISI Bluris, LLB, PDL – Partner

Mcezi has several years of consulting experience within the private sector and the public sector. In particular, he has deep knowledge of the legal and governance issues associated with institutional change in the public sector environment. Being a labour law expert he has advised and represented employers organizations in collective bargaining structures on human resource management and labour relations matters. He therefore has deep experience in developing strategies and policies relating to labour relations, collective bargaining, employee migration, and institutional change. Mcezi has achieved recognition as a subject matter expert on municipal performance management systems and has advised many local government entities on the design and implementation of systems that are compliant with the Municipal Systems Act. Mcezi is the managing partner of **Akanani Consulting**.



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IJOEMA ENELAMAH BSc (Hons) Accounting, CIA – Senior Consultant

Ijeoma is a senior consultant specialising in financial management solutions. She has gained considerable insight into the finance function, as a result of the numerous financial management client engagements conducted for national and multinational organisations in the private and public sectors. In particular, as a key member of an engagement team involved in a forensics investigation, she was seconded to the Financial Controls Division of Barclays Bank to perform compliance reviews of the bank's financial sanctions and prohibitions activities. Ijeoma's other experiences included capital and operational budget planning for MTN and the development of a financial management operating manual for municipalities on behalf of Gauteng Provincial Government. Prior to joining Akanani Consulting, Ijeoma had worked with Arthur Andersen and KPMG.

THOKOZANI ZIKHALI BA, PDM (Management) – Partner

Thokozani is a consultant with excellent knowledge and skills in multiple competencies that are critical to developing high performance organisations. He has directed a variety of consulting engagements in the financial sector as well as in the public sector. He has a deep understanding of process analysis methodologies, and has used IDEF techniques to map and analyse business processes. He is a subject matter expert in human resource management and grading systems and has broad knowledge of organisational performance management systems. Thokozani has managed large institutional change engagements in the public sector and in particular was the project director for the multi-disciplinary team responsible for the financial, human resource, operational and asset ring-fencing of a number of municipal electricity distribution entities on behalf of EDI Holding, as part of the restructuring of the electricity distribution industry in South Africa.



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NTSOAKI KHIBA BA(Education) – Partner

Ntsoaki has a wealth of experience in both the public and private sectors. She has extensive experience in training and development, performance management, human resource management, competency profiling, strategic planning, organizational design, organisation climate assessments and change management. In particular, Ntsoaki has implemented quality management systems and frameworks; developed education and training quality assurance policies and systems; developed policies and frameworks for the implementation of performance management systems; and has assisted numerous clients in crafting strategy and business plans. Ntsoaki is a graduate of the highly regarded management training programme of McDonalds Inc, a top 100 US global firm.



REBOTILE TSHETHLA PDM (Public Policy) – Managing Consultant

Rebotile is an experienced consultant with key skills in risk management; project management; internal auditing; and business process re-engineering. She has deep knowledge of the functioning of local government administrative structures and has acquired extensive experience in developing local economic development strategies and the development of integrated development plans for municipalities. Rebotile is an accredited National Treasury training facilitator on local government finance. She has developed technical materials and facilitated training to councillors and executives on local government financial management regulations as informed by the prescriptions of the Municipal Finance Management Act. Prior to joining Akanani Consulting, Rebotile had worked with Deloitte and Ernst & Young, both global professional services firms.



GEORGE FOSU MBA, CA (GH), FCCA – Partner

George is a consultant with many years experience in finance, strategic change, and organisational design, locally and internationally. His experiences cover Government, Utilities-electricity sector, Banking, Shipping and Health sectors. George has deep skills in process modelling, organisation design, financial modelling, activity based costing, valuations, strategy analysis and business model development. He has managed major institutional reform and transformation projects from concept through to implementation and his past experiences have provided him with deep understanding of the dynamics of complex business issues and the business value of information technology which enable him to integrate technology architecture and business requirements easily. Prior to joining Akanani Consulting George was an Associate Director with PricewaterhouseCoopers, and later an Associate Partner with IBM Business Consulting Services.



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WHERE NEXT

There are many paths to the top, but only one view



... POSTSCRIPT

No great endeavour has ever been accomplished without passion. At Akanani excellence is our passion.

Between the covers of this corporate profile, we have shared our vision and touched on the many different facets of our technical capability to offer new insights, fresh understanding and different perspectives to your business challenges as your organisation charts its way forward through uncertain territory.

We now ask...how can we help you?

The logo consists of the letters 'A' and 'C' in a stylized, cursive font. The 'A' is written in a dark orange color, and the 'C' is written in a lighter, golden-brown color. The letters are connected at the bottom, with the 'C' having a small tail that loops back towards the 'A'.



AKANANI