

ELIZABETH KARIN BENADE (LISE)

YEARS EXPERIENCE:

22 years

NATIONALITY:

South African

POSITION:

Director

PROFILE

Lise's professional experience spans a period of 22 years. She is currently a Director of AfriSance Consulting, a consulting firm which she founded five years ago and which offers specialized management, legal and regulatory compliance and corporate governance services to both the public and private sector.

Her primary focus for the past four years has been the provisioning of legal and regulatory compliance services which range from determining the client's compliance universe, conducting legal compliance risk assessments and audits to constructively challenging and simplifying regulatory complexities to assisting companies in the development and implementation of commercially viable strategies.

She has extensive knowledge, skills and top management experience in legal and regulatory management and served as Executive Director: Regulatory Affairs on the Board of Directors of Vodacom (SA) for a number of years. She established and managed the regulatory functions of the Vodacom Group of companies in Africa, participated in different African jurisdictions in the drafting of national policy and legislation and successfully ensured corporate compliance with such legislation. She received the Chief Executive's Award for Excellence in 2002 from Alan Knott Craig, the former CEO of Vodacom Group Pty Ltd.

Lise lectured in Constitutional and Administrative law and Interpretation of Statutes at Unisa's Law Faculty and held the position of Labour Relations Director at Unisa for three years. She also practiced as an advocate of the High Court of South Africa and was a member of the Pretoria Bar Association. She has in-depth knowledge and extensive practical experience in strategic operational management, corporate law, the negotiation, drafting and conclusion of key commercial agreements and the management of corporate litigation. Her experience also covers the interpretation and management of institutional frameworks as well as the mandate, role and functions of government departments and regulatory entities.

Lise is well versed in the management of and participation in large scale projects, which include compliance auditing assignments in the public sector. Over the past five years Lise has done a number of legal compliance audits in various areas within the Department of Rural Development and Land Reform, which inter alia included the Department's Proactive Land Acquisition Projects and Grants, Land Administration, Deeds Registries and Land Survey offices. Her unique consultative approach and legal auditing skills provides her clients with strategic and management direction, and in the case of the public sector, has resulted in changes to national legislation.

QUALIFICATIONS

- 1987 : B Iuris - University of Pretoria (1987)
- 1988 : LLB - University of Pretoria (1988)
- 1993 : Diploma: Labour Relations: University of South Africa (1993)

PROFESSIONAL MEMBERSHIP

- 1989 : Admitted as an advocate to the High Court of South Africa and member of the Pretoria Bar Association
- 2010 : Compliance Officer accredited by the Compliance Institute of South Africa
- 2010 : Ethics Officer certified by the Ethics Institute of South Africa

PROFESSIONAL HISTORY

Company Name: AfriSance Consulting
Position: Director
Dates: May 2006 to date

Duties:

Over the past four years Lise has performed 14 legal compliance audits in various areas within the Department of Rural Development and Land Reform, which inter alia included the Department's Proactive Land Acquisition Projects and Grants, Land Administration, Deeds Registries and Land Survey offices, the implementation of the Communal Properties Association Act, Human Resource Management, Asset Management, Supply Chain Management and Spatial Planning and Information during the period 2007 and 2011.

In addition, consulting services were also provided inter alia to the following clients in the public and private sector:

- Listed and private companies such as MTN, CellC, Namibia Telecom, Fastcomm, Connection Telecom, Connectnet, X-link on telecommunications regulatory matters;
- MTN – Review of adequacy of legal compliance management structures and policy;
- Global Forest Products (now Yorkcor) - Legal compliance assessments, including the development of a methodology for a regulatory compliance risk determination;
- Independent Development Trust (IDT) - Legal compliance assessment and recommendations on electronic mail monitoring;
- National Research Foundations (NRF) – Legal compliance assessment of document management against National Archive and Record Keeping Act of South Africa and the Promotion of Access to Information Act; and
- Max Tv - Preparation of a Pay TV licence Bid

Company Name: Vodacom Pty Ltd
Position: Executive Head of Regulatory Affairs Division
Dates: 1998 - 2002

Duties:

- Strategy formulation and execution;
- Establishment and management of overall Group Regulatory Function for all Vodacom companies in Africa which entailed:
- International, regional, sub-regional and national macro- and micro- economic policy analysis to identify possible regulatory threats as well as opportunities and to formulate proactive group and individual company strategies and responses to ensure threats and opportunities presented by international, regional, sub-regional and national policy and regulation are countered or seized in the immediate, medium and long term;
- Extensive policy, legislative and regulatory analysis regarding changes to institutional frameworks. Specific responsibilities include interpretation, drafting and commenting on new laws and regulations and drafting of licenses. E.g. new convergence regulatory frameworks in both SA and Tanzania which introduce new market structures aimed at service-based competition. Countries of experience: South Africa, Tanzania, Mozambique, Lesotho and the DRC and European exposure via Vodafone Group Public Policy and participation in international fora, workshops and studies;
- Strategic operational management of all aspects of the regulatory function both at group and opco level, i.e.:

- Market regulation – market structure, service licence applications , licence amendment applications, market analysis, convergence; market activity, tariffing, wholesale and retail price regulation, cost reporting, competition law, ownership and control;
- Technical Regulation – any aspect relating telecommunications facilities, spectrum and numbers, i.e. number portability , carrier pre-selection, type approval, spectrum planning and licensing;
- Compliance: Licence Fees, commitments and obligations; and
- Special Regulation which entailed e-commerce legislation, information management and privacy legislation, security legislation, empowerment legislation etc.
- Critical analysis of and formulation of company and/or industry response to relevant legislation and regulation during all phases of legislative processes;
- Implementation of legislation and regulation;
- Compliance monitoring;
- Regulatory analysis in support of various commercial business ventures;
- Litigation pertaining to regulatory issues;
- Preparation of media responses and reports;

Company Name:	Unisa
Position:	Director: Labour Relations
Dates:	1994 till 1998
Position:	Lecturer in Administrative Law, Constitutional Law and Interpretation of Statutes
Dates:	1991 till 1994

Duties:

- Establishment and management of labour relation management function at Unisa:
- At a time when the University was experiencing extreme political, student and labour unrest, with three trade unions (academic, administration and Cosatu) and 95% of the university staff being unionized;
- Successfully negotiated recognition agreements and a joint bargaining forum agreement with all three unions. Managed all aspects of individual and collective labour law, i.e. recruitment, job grading, performance management, disciplinary actions, grievance procedure, recruitment, retrenchment and wage negotiations; and
- Member of SA Business delegation to International Labour Organization in Geneva during 1997;
- Lecturing experience in Administrative Law, Interpretation of Statutes and Constitutional Law.

Company Name:	Pretoria Bar Association
Position:	Practising Advocate
Dates:	1989 - 1991

Duties:

Lise completed her pupillage and passed her bar exams where after she practiced as an advocate for a period of two years. During this time she gained invaluable experience in commercial litigation and criminal law.