



Arvind Khare: Chief Executive Officer

Companhia dos Caminhos de Ferro da Beira

Arvind Khare has more than 32 years experience in managing Railway organisations. These include Indian Railways which he joined as a Service of Mechanical Engineers' in 1977. As part of his career Arvind has served in the following key positions Chief Design Engineer, Rail Coach Factory Kapurthala, Additional Divisional Railway Manager, Mysore, Divisional Railway Manager, Ahmadabad, Chief Workshop Engineer/Chief Planning Engineer in charge of wheel production and expansion of RWF capacity, Chief Mechanical Engineer, Rail Wheel Factory and Bangalore. Arvind is currently with CCFB in Mozambique where is on secondment from the government of India. He first served as Director (Rolling Stock & Operation) and was subsequently appointed to the post of Chief Executive Officer, CCFB, in November 2009. He has extensive experience in operations of bulk movement and leading multi-disciplinary group. Arvind has been credited with a number of innovations and improvements throughout his career. Due to these initiatives one organisation he worked for saw its revenue increase from USD 126 million to USD 360 million. While with RWF Bangalore its revenue increased from USD 80 million to USD 250 million. Arvind is a Mechanical Engineering graduate from Institution of Engineers, India; Electrical Engineering from Institution of Engineers, India and has an Advanced Management Diploma.



Bernard Dzawanda: Executive Director SARA

Topic - Leveraging on the Brazzaville Declaration to Develop Railway Infrastructure

Bernard Dzawanda is a holder of a BSc (Hons), MSc Economics and MBA from the University of Zimbabwe. He joined the National Railways of Zimbabwe (NRZ) as a Graduate Trainee in 1994 and rose through the ranks to become the Chief Planning Manager heading the organisation's Corporate Strategy Branch in 2003, the position he left to join the Southern African Railways Association at the beginning of June 2006. He is currently the Executive Director of the Association whose objective is to promote railway interests in the SADC region. Bernard also holds a diploma in Multimodal Transport Management (Belgium). He actively participates in SADC, COMESA, African Union (AU), United Nations Economic Commission for Africa (UNECA), Union of African Railways (UAR) and International Union of Railways (UIC) matters by presenting papers on railways and sits on a number of expert committees as a resource person. Bernard has also made presentations at numerous regional and a number of international railways conferences.



Britto R. Rajkumar - Executive Director Marketing and Business TTCI

Britto R. Rajkumar is the Executive Director of the Marketing and Business Development at the Transportation Technology Center, Inc. (TTCI), a wholly owned subsidiary of the Association of American Railroads (AAR). He offers 27 years of highly skilled engineering experience in the Transportation Sector and Systems Engineering. He joined the Association of American Railroads in 1981 and has since contributed extensively in the fields of railroad and transit-related research, testing and analysis. He participated in major federal and commercial programs executed in the U.S. and several other countries, involving structural integrity and dynamic evaluation of railroad systems and subsystems. Prior to 1981, during his graduate studies in Chicago, IL, he spent 3 years in the field of wheel/rail interaction, contact stresses, contact dynamics, adhesion and creepage in rolling contact. After his post graduate studies (in Germany), he spent several years in systems engineering and in the development of mechanical systems. As the Executive Director of Marketing, Business Development, Mr. Rajkumar is responsible for generating technical and research projects worth more than \$10 million annually. His experience spans a wide diversity of railroad and transit related problems including advanced research investigations using analytical modeling, testing, and analysis techniques. He routinely manages major research projects, including programs in India, Russia, Brazil, and Venezuela, Africa and the Pacific Rim. For the past ten years, his main focus involved attracting major international projects to AAR/TTCI and developing TTCI's strategic business plan. His qualifications include a Post Graduate Diploma in Systems Engineering acquired in the Federal Republic of Germany. He also has an honours degree in Mechanical Engineering from Tirupati, India where he ranked first in the University. Britto also has an M.S., Mechanical and Aerospace Engineering from the Illinois Institute of Technology in Chicago, Illinois.

Professional Associations and honours received:

- Member, Society for Experimental Mechanics
- Member, American Society of Mechanical Engineers
- Associate Member, SIGMA XI, The Scientific Research Society
- 2008, Recipient of Association of American Railroads coveted American Eagle award for Best performance in 2007.
- 1996, Recipient of Association of American Railroad's Coveted American Eagle Award for Best Performance in 1996.
- 1992, Recipient of Association of American Railroad's Merit Award for Outstanding Performance in 1991.
- 1988, Recipient of Association of American Railroad's Merit Award for Outstanding Performance in 1987.
- 1977, Recipient of "National Award" from President of India in recognition of contribution to improvement in industrial productivity in India



Jerome Ntibarekerwa: Secretary General of (PMAESA)

CEO of the Port Management Association of Eastern and Southern Africa (PMAESA). Follow up on the implementation of the objectives of PMAESA Visions and Missions. To work towards improving conditions of utilisation and management of ports in the Eastern and Southern Africa region as well as enhancing their efficiency.



Lubanda Luesu Norbert: Deputy CEO

Société Nationale des Chemins de fer du Congo (SNCC)

Norbert is a career railway manager who joined Société Nationale des Chemins de fer du Congo (SNCC) in 1979. He was appointed to his current post of Deputy Chief Executive Officer in 2008 having occupied various senior positions in the company including the following; Head Office Senior Adviser; Director of Research, Development & Planning Management; Board Secretary & Reporter ; Company Secretary; IT Director; Area Operating Director; Procurement Director , Commercial Director; Planning and General Control Director; Equipment Resource Manager; IT Project Head. Norbert is a holder of the following

qualifications ; degree in IT Management and Application Development (1989) University of Law, Economics and Sciences of AIX-MARSEILLE, Faculty of Sciences and Technology of Saint Jérôme, Mine Civil Engineering Diploma (1978) with DISTINCTION Université Nationale du Za'ire (Zdîre National University), Lubumbashi . He is also a member of Lubumbashi Etoile ROTARY CLUB affiliated to ROTARY INTERNATIONAL.



Mosenngwa Mofi : CEO Metrorail

Topic - Regulating Safety in Railways: Challenges and Prospects

Mosenngwa Mofi is currently the Chief Executive Officer of Metrorail. The Railway Safety Regulator is charged with the responsibility of overseeing safety in railway transport. The key responsibilities of the RSR is to develop the appropriate railway safety legislative framework including safety regulations & standards, the issuing of safety permits to legalise railway operations, the conducting safety audits , inspections, occurrence investigations, railway technology reviews as well as to conduct an evaluation of overall safety performance in railway

transport. Mr. Mofi has been the CEO of the RSR since September 2005 and has been credited with leading the establishment of the RSR as a fully fledged institution. Under his leadership, the RSR has grown to be recognized as a leading institution in the area of safety in railways. Prior to joining the RSR in 2005, Mr. Mofi was a Chief Director in the National Department of Transport. In this capacity, he was part of a team that developed various transport policies and legislation. His passion is in the area of Capacity/Skills Development in transport. Whilst in the Department of Transport, he was also responsible for overseeing the management of “Transport Centres of Development” which is a network of South African universities offering various transport programmes, including transport engineering, transport economics, maritime studies and various other transport fields. Amongst other key roles, Mr. Mofi is currently a Board Member of the Public Policy Partnership Institute, whose objective is to contribute towards the development of public sector capacity in the area of policy development and implementation.



Air Commodore Mike Tichafa Karankadzai

General Manager, National Railways of Zimbabwe

Air Commodore Mike Tichafa Karakadzai holds an MSc in Strategic Management from the University of Derby and another MSc in Defence Strategic Studies which he acquired from the Royal College of Defence Studies in the United Kingdom. He is also a holder of a Graduate Diploma in Purchasing and Supply from the Chartered Institute of Purchasing and Supply (UK) and a Diploma and Certificate in Management and Accountancy from Moshi College in Tanzania. From the position of Staff Officer in 1984, Mike rose through the ranks to become the Deputy Secretary for Policy and Procurement in the Ministry of Defence in 2000, a position he held until his current appointment as the General Manager of the National Railways of Zimbabwe (NRZ) on 1 November 2005. Since his takeover as General Manager at NRZ, Mike has managed to stir the organisation ahead despite the negative operating environment that besieged the entity and the country at large over the past few years. Mike sits on the Board of Directors of the Emerged Railway Properties Limited, Pan African Mining Development Corporation, Beitbridge Bulawayo Railway (Pvt.) Limited, Zimbabwe Iron and Steel Company (Ziscosteel) and the Minerals Marketing Corporation of Zimbabwe (MMCZ). He is the current President of Southern African Railways Association (SARA). His vision is to see SARA receive full cooperation, recognition and support from its members across the region so as to enable the total attainment of its critical aim of promoting rail interests among all stakeholders and contributing towards the development of national as well as regional transport policies that ensure equity, fairness, efficiency and integration of all surface modes of transport.



Jacintha Naidoo

Jacintha Naidoo has a background in the implementation and auditing of ISO 9000 systems, safety and risk management. She has a Bachelor of Technology in Quality from the Durban Institute of Technology, a Masters Degree in Safety, Health and Environment from the University of Southern Queensland and is currently busy with her MBA through the Management College of South Africa. She is about to embark on her dissertation on train driver behavior. Jacintha has previously worked as a Risk Manager at Metrorail responsible for occupational health and safety and operational safety. In 2006 she joined the Railway Safety Regulator. The Railway Safety Regulator is responsible for overseeing all railway operations in South Africa. Amongst other responsibilities, Jacintha is responsible for the development and implementation of railway safety standards. This includes standards that outline the minimum requirements for safety management systems, as well as technical and operational standards. She also is involved, via SARA, in the development of railway safety standards for the region. The most recently published standard, SANS 3000-4: Human Factors Management was published in March 2011 and was subsequently adopted by the Board, making compliance to the standard mandatory by all railway operators. Jacintha was the project manager for the development of this standard that was developed by a team of human factor experts as well as the railway industry.



Dominic R. Ntwaagae

Mr. Ntwaagae holds a Bsc Mechanical Engineering from the University of Saskatchewan in Canada. He acquired further training in Railways Safety Management SATCC Technical Course for Engineers RITES, Maintenance, and Management of Rolling Stock. Mr. Ntwaagae also underwent an Executive Development Programme (EDP) from the University of Stellenbosch Business School.

He joined Botswana Railways in 1990 as a graduate trainee Mechanical Engineer. He was immediately enrolled into a two year on job training programme which entailed all aspects of the railway operations across all railway discipline. Mr. Ntwaagae proved to be a quick and prolific who completed his scheduled training before the stipulated two year period. It was during this period that he demonstrated perseverance and tolerance to take up any challenge. He was solely responsible for the maintenance of the passenger trains and rail car amongst other responsibilities. In 1996, Mr. Ntwaagae was appointed to the position of Carriage and Wagon Engineer and Plant Engineer which was a Management position where he was responsible for the maintenance and management of Botswana Railways rolling stock, plant, equipment as well as emergency response/recovery services.

In 1998 Mr. Ntwaagae was promoted to the position of Safety and Loss Control Manager, which is a Senior Management position reporting directly to the General Manager. This portfolio is responsible for all Railway Safety, Health, Occupational health/ Environmental, as well as Security and Loss Control. In 2003, Mr. Ntwaagae was elevated to the position of Chief Mechanical Engineer where upon he was new as responsible for the Management and Maintenance of the entire Rolling Stock Section. In 2004 Mr. Ntwaagae was elevated to the position of Assistant General Manager (Technical Services) this is a position in the executive Management of the organization where upon Mr. Ntwaagae was responsible for all the Engineering functions, namely; Mechanical Engineering, Signal and Telecommunication, Fleet management etc. It was during this that he became responsible for the inception, execution and commissioning of the new Safe Working System worth more than P200 million, renewal of assets, e.g. overhaul of wagons and locomotives etc.

Following the 2005 restructuring Mr. Ntwaagae was appointed to the position of Director Engineering Services reporting directly to the Chief Executive Officer and also responsible to the Board and the Shareholder. He has held this position since then until 1st October 2011 when he was elevated to the position of Acting Chief Executive Officer.



Justice Ramontsho Chief Signals & Telecommunications Engineer Botswana Railways

Justice Ramontsho works for Botswana Railways as Chief Signals and Telecommunications Engineer, a position he has held since July 1999. He holds a Degree in Electronics and Telecommunications from Vinnitsa Polytechnical Institution (USSR). Justice joined Botswana Railways in 1989 after graduating and rose through the ranks. As Head of Signaling and Telecommunication, he has supervised various projects, the latest being Safeworking, a state of the art signaling system that was commissioned in 2008. He played a supervisory role to ensure delivery of the system which costs 170 million pula. Justice sits on the Board of Directors of Gabcon, a Botswana Railways and Transnet Freight Rail subsidiary and he is also a board member of Botswana Railways Staff Pension Fund.



Siyabonga Gama: Chief Executive of Transnet Freight Rail

Siyabonga Gama is the Chief Executive of Transnet Freight Rail, the rail division of Transnet Limited and serves on the Executive Committee of Transnet. Mr Gama has been at the helm of Transnet Freight Rail since 2005 and has steered the company growing from a loss making division to the highest contributor of revenue for the Transnet group. Mr. Gama has also played a critical role in developing the African Railway industry in a number of ways: being President and a Chairman of Union African Railways (UAR) between 2006-2009; Chairman and Board Member for UIC-Africa between 2006-2008 and a board member

of the Union of International Railways (UIC) based in France.

His current notable accomplishments include being honorary lifetime President of the Union of African Railways (UAR) and has served on the Board of the World Economic Council of the Union of International Railways. He is also a Board Member of the Southern African Railway Association (SARA). Siyabonga also serves on the boards of Italtile Limited and Mafumbuka Investment Holdings (Pty) Ltd. Mr Gama joined Transnet in 1994, he served in the management ranks as Port Manager and General Manager at Portnet, which culminated in him being appointed in 2000 as Chief Executive of the National Ports Authority of South Africa where he served for five years. He held two terms as Chairman of the Port Management Association of Eastern & Southern African (PMAESA) from 2000 to 2004. He is also the past President of the Pan African Association for Africa Ports (PAPC) and has served as Vice-President of the International Association of Ports and Harbours (IAPH) until May 2005. Prior to joining Transnet, he held various management positions at Standard Bank and JP Morgan (New York).



Stephenson Z. Ngubane: Director Operation and Marketing Swaziland Railway

Stephenson Ngubane joined Swaziland Railway in 1986 as Trainee Mechanical Engineer after obtaining his BSc. Eng (Hons) from the University of Zimbabwe. Upon completion of his practical training he was appointed to the position of Mechanical Engineer and after several years got appointed to the position of Chief Mechanical Engineer. In 1993 he was appointed to the position of Director Operations & Marketing a position he has held until today. In between work he enrolled for a Masters of Business (MBA) course with the Eastern and Southern African Management Institute (ESAMI) graduated in

2008. He is also a Chartered Member of the Chartered Institute of Logistics and Transport. Mr. Ngubane has a wide experience in railway operations; he has chaired a number of committees under the Southern African Railways Associations, an association striving for the integration of rail services with an objective to provide seamless, predictable, cost effective and efficient transport services

cutting across borders. He has been instrumental in bringing alignment of operating procedures working within the SARA Committees structure.



Tshepo Lucky Montana

Group CEO

Tshepo Lucky Montana is the Group Chief Executive Officer (Group CEO) of the Passenger Rail Agency of South Africa (PRASA), formerly the South African Rail Commuter Corporation (SARCC). A former Deputy Director-General responsible for Public Transport (bus, taxi and rail operations) in South Africa, Mr Montana was seconded in July 2006 to the SARCC in the capacity of CEO, and his permanent appointment was approved by Cabinet in October 2007. His appointment to the position of Group CEO is with effect from 1 April 2009 following the formal launch of PRASA in March 2009.

A student and youth activist who cut his teeth during the turbulent years of the 1980s and 1990s, Lucky was involved with ANC Political Underground in the eighties, and served 10 years on the Provincial Executive Committee of the SACP in the Western Cape in the 90s, this in addition to chairing the Gaby Shapiro branch of the ANC in Cape Town. Lucky studied and completed a Bachelor of Social Sciences in 1992 and an Honours Degree in Social Research Methods in 1993, both with the University of Cape Town (UCT). He was privileged to be among the first generation of black youth to serve as public servants under the ANC-led Government following the 1994 democratic breakthrough. He was appointed in May 1994 a member of the Strategic Management Team (SMT), which was charged with the responsibility to establish the new Department of Economic Affairs and RDP in the Western Cape Province.

It was during these early years of democratic rule that many Western Governments (USA, UK, Netherlands, and Germany) and Scandinavian countries offered President Nelson Mandela the opportunity to train young black South Africans in specialized areas to equip them for governance. Lucky Montana, together with other young black youth of his generation, was selected in 1994 for a course on “Economic Policy Formulation for South African Economic Policy Makers” in the Netherlands. The studies focused on Macro and Micro Economics, Trade and Industrial Policy, Monetary and Fiscal Policy, Competition Policies, Labour Market Policy, Economic Planning and Management, Government Budget Process, The Role of Small Enterprises in Economic Development, Energy and Transport Policies, State-owned Enterprises and their Privatization, Foreign Direct Investment, Regional Economic Integration as well as The Role of Multilateral Institutions such as WTO, GATT, IMF and World Bank. Lucky Montana successfully completed the course with the submission of an academic paper on Industrial Policy for Post Apartheid South Africa. This was followed a year later with a selection to be part of a training programme on Regional Economic Integration held in Germany. Among his qualifications was the completion in 1999 of the Construction Management Programme (CMP) presented by the Universities of Cape Town, Stellenbosch, Witwatersrand and Pretoria.

Through the years in senior management positions within Government Departments, Lucky Montana gained insight into the workings of Government, developing long-lasting networks as well as that rare ability to develop and drive strategy. His career was forged during those exciting years when he was in the Ministries of Public Works, Public Enterprises and Transport. It was the years when the economy and State-Owned Entities (SOEs) were undergoing structural changes and restructuring that Lucky Montana grew tremendously to be a strategist and visionary leader. He acquired extensive knowledge, insight and life-long experiences of key of South Africa's State-Owned Enterprises as well as practical lessons about the economy of South Africa, its development potential as well as the challenges of Corporate Governance and possibilities for fundamental social transformation.

Lucky was given the opportunity at a very young age to work at the highest level within Government and with Boards of Directors and senior executives within key SOEs like Eskom, Transnet, Telkom, and SAFCOL at critical moments of our transformation. Constant engagements with political and business leaders helped shape his understanding of the relationship between politics, development and business. More specifically, Lucky Montana learned valuable lessons about business with his direct involvement with the transformation of ESKOM from being a Commission and its incorporation as a fully-fledged company under the Companies Act. As the Convener of the then National Framework Agreement (NFA), Lucky was charged with the responsibility to oversee negotiations between Government and Labour on the various restructuring initiatives of the Government. It was during this time that he learned the invaluable lesson that forging alliances was critical to the successful implementation of any strategy.

The insight and experience gained in the transport sector dates back to 2000 when Lucky Montana was an integral part of the team developing a suitable strategy for the restructuring of Transnet known then as "Transnet End-State". Mr Montana was involved with the restructuring of the Transnet Pension Amendment Act which resulted in the establishment of the three pension funds within the Transnet Pension Fund i.e. Transnet Retirement Fund, Transnet Pension Fund and Transnet Defined Benefit Fund. He was also appointed the Co-Chair of the Port Restructuring Committee (PRC) with Randall Howard representing Organised Labour, which explored restructuring options for the Durban Container Terminal and the Ports Sector as a whole, and reported directly to the Minister of Public Enterprises and Minister of Transport. This process involved the review of and negotiations on the National Ports Authority Bill, which was later amended and approved by Parliament as the National Ports Act. Most significantly, Lucky Montana played a significant role within the Government/Transnet Team driving the restructuring of Transnet Freight Rail, formerly Spoornet, where one of the decisions adopted during 2001/02 was for the consolidation of rail passenger entities (SARCC, Metrorail and Shosholoz Meyl) into a single-entity reporting to the Minister of Transport. Cabinet approved the consolidation of passenger rail entities in December 2004. PRASA, which Mr Montana is today honoured to lead, is a direct result of this long process of policy evolution within Government.

The years in the Department of Transport were critical in enhancing leadership qualities in Mr Montana. The attempt to forge alliances with the taxi industry, transform the nature of taxi operations and incorporate these firmly within a single public transport system proved to be a challenge. Parallel to the implementation of the taxi recapitalisation programme were preparations for the implementation of the Gautrain Rapid Rail Link (Gautrain). The negotiations between the

Department of Transport with officials of the Gauteng Provincial Government and National Treasury, and the Cabinet submissions that followed cemented Mr Montana's vision of public transport in South Africa. Both these complex projects required resoluteness and demanded strategic, developmental and moral choices to be made, and this period and its challenges seem to have steeled and prepared Mr Montana for his role today.

Mr Montana was appointed to the Board of the SARCC by Cabinet in 2005 and served on various Board Committees prior to his appointment as SARCC CEO. He was awarded the Africa Rail Personality of the Year Award in 2008. He was appointed in March 2009 the Chairman of the Board of Intersite Property Management Company (IPMS), a subsidiary of PRASA.



Tau Morwe - Acting Chief Executive Transnet Freight Rail

Tau Morwe served as the Chief Executive of Transnet Port Terminals (TPT) from the year 2000, when Transnet's port entity was separated into landlord and operations divisions, until November 2009 when he accepted responsibility to serve as Acting Chief Executive of Transnet Freight Rail. His keen interests in supply chain management and logistics, manufacturing and operations strategy and information technology have seen him hold senior roles within companies such as Nampak Management Services, Shell South Africa and Apron Services. He has served as a board member on several bodies including KwaZulu Natal

Trade and Investment, the Durban Chamber of Commerce, Commercial Cold Storage (PTY) LTD, Agriport Partnership (with Viamax (PTY) Ltd, Durban Africa (eThekweni Unicity's Tourism Authority), Durban Events Corporation, and the Transnet Heritage Foundation Board of Trustees. A BA Economics graduate from Howard University in the US, Mr Morwe also holds qualifications from the National University of Singapore and the Chartered Institute of Logistics and Transport in Singapore.