



The Institute of Brewing & Distilling
Africa Section



1982 - 2006

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CHAPTER 1

The Section - An introduction

The Central and Southern African Section of the Institute of brewing was formed on 1st January 1982. The circumstances surrounding this have been described in the IOBs Centenary Book:

"In the third quarter of 1980, quite separately and unknown to each other, Mr L D Maule (South African Breweries) and Mr M J C Nicholls (Delta Corporation, Zimbabwe) visited the Institute headquarters at Clarges Street, when visiting Europe on business.

As a result of these informal discussions with the Institute Secretary, the seeds of an idea were sown and in a surprisingly quick time, a formal petition, signed by 60 existing Institute members in Africa, to form their own Section, was forwarded to Institute headquarters.

In early April 1981, the Institute President at that time, Mr Michael Van Gruisen, and the Deputy President, Mr John Dunwell, accompanied by the Institute Secretary, visited Harare, Zimbabwe and Johannesburg, South Africa to discuss and agree the practical aspects of establishing an African Section.

After formal approval of the proposed Section Rules by the Institute Council on the 27th July 1981, the Central and Southern African Section of the Institute of brewing was formed on 1st January 1982. Mr Lionel Maule was elected as the first Chairman. Most of the original 60 or so Institute members in this region transferred to the new Section."

Initially, Section membership was drawn principally from Botswana, Lesotho, Malawi, South Africa, Swaziland, Zambia and Zimbabwe. The 60 inaugural members rose to over 170 in the space of only four years; this had reached 200 in 1993, and - following a drive to expand membership - this rose to 500 by the turn of the century, by which time the Section had expanded to being the Africa Section (February 1997), covering all sub-Saharan Africa. The current membership is now closer to 400 - 450, due to a trend towards members leaving the Institute once they have achieved their qualification.

On 4th - 7th August 1983, the first major Section event was held by way of a scientific and technical symposium in Harare, Zimbabwe. Some 60 delegates from seven countries attended this event which was greeted with much enthusiasm by those present. At the meeting the President, Mr Michael Chalcraft, who delivered the opening address, presented the Section with the Chairman's Badge of office donated by the parent Institute of Brewing in London.

The first Scientific and Technical Convention was held in Johannesburg, 10 - 15 February 1985. A total of 32 papers were presented of which five were by overseas speakers. The Convention covered a wide range of topics and was extremely well received by 200 delegates.

Further Conventions were held as follows:

- Johannesburg 1989
- Victoria Falls 1991
- Somerset West (near Cape Town) 1993
- Victoria Falls 1995
- Durban 1997
- Victoria Falls 1999
- Sun City 2001
- Victoria Falls (Livingstone) 2003
- Sun City 2005



The Conventions include a comprehensive Exhibition, which is well supported by suppliers of raw materials, plant and machinery to the Brewing Industry; also academic institutions and consultants. The 2007 Convention is planned for Nigeria.

In 2001 the Section welcomed members from the Incorporated Brewers Guild, when the new IGB Body was formed.

The Section has also run focussed two-day Symposia on topics such as Maintenance; Packaging; Sorghum; and Barley, Malt and Wort. At these events, smaller numbers of specialists and others active in these fields have in-depth discussions.

Training is a major function, and the Section has run courses in countries such as Nigeria, Uganda, Kenya, Zimbabwe, Zambia, Seychelles, Tanzania and South Africa. Its members have been very successful in the Institute's examinations, and in the 1990's members of the Section won the John S Ford Award (best AME results worldwide) for four years out of five. The Section also has its own award for the best result in Africa; the Dave Fraser Award (created in 1993).

The Section organizes its own activities, drawing on the resources and expertise of IGB Headquarters as necessary. Any profits from conventions and similar revenue-producing events are used to subsidise the cost to members of activities such as training, and to finance other member services. In 1992 the Section reviewed its approach to corporate governance, and was registered as a separate entity, a Section 21 company under South Africa law. Shortly afterwards, a Permanent Secretary, with time to devote to the development of membership and strategy, was appointed.

In 2000 the Section developed its own website, and the printing of its informative Newsletter moved to full colour.

In recent years the Section has been heavily involved with four major projects:

- The development of a Certificate Course in Opaque Beer Brewing.
- Registering Institute brewing qualifications within the requirements of NVQ in South Africa, having gained the support of the industry for this.
- Expanding the coverage of the GCD to become truly international in its coverage.
- The incorporation of material at the Dipl Brew level, and the examination itself, into University of Pretoria programme (s), again with industry support.

These have involved working in close collaboration with The Institute's Headquarters staff. Various Section office bearers have also worked with HQ in the development of Institute strategies, and the amalgamation of the IOB with the IBG. Gordon Den (President) and Michael Awanayah (currently Deputy President) were among the first overseas members chosen to lead the Institute. Appendix 25 shows Section members who have been honoured in various ways, and Appendix 26 lists those who have served on the Section Committee over the years.

CHAPTER 2

The Development of the Section

(In all that follows, "The Institute" refers to the body in all its guises - IOB, IGB, IBD - unless otherwise indicated.)

MEMBERSHIP

From 60 members in 1982, this had grown to 159 in mid-1985; the successful first Convention earlier that year contributed to this, delegates becoming members beforehand in order to qualify for a reduced delegate fee.

In 1986, with membership at 168, it was noted that membership was to be opened to people in the Allied Trades, and other fermentation industries. The response from the Sorghum industry was positive, leading to the committee having a Sorghum Representative in later years, but not so from the Distilling Industry.

1992 saw the beginning of an expansion strategy, and companies in Zimbabwe, Kenya, Malawi, Mozambique and Zambia, who were not involved with the Institute at that time, were contacted; also National Sorghum Breweries in South Africa.

In 1993 Lionel Maule, recently retired from SA Breweries, was appointed Permanent Secretary to the Section, and one of his key objectives was the development of membership. In that year, he visited Nairobi - renewing an acquaintance with Michael Karanja (MD of Kenya Breweries) which had resulted from a week long tour of Germany under the auspices of the CMA in 1971 - and Dar-es-Salaam. A trip to Arusha had to be abandoned after a two day wait, as no serviceable aircraft was available. It is important that such "development" visits result in agreed outputs and commitments. The letter in Appendix 24 shows this for the Kenya visit.

Subsequent visits on behalf of the Institute were made to Guinness Africa (Park Royal, London); Mauritius Breweries; Heineken Zouterwoude; Seychelles Breweries and Namibian Breweries. A further contribution to developing and cementing relationships with African countries came about through Maule's activities in auditing the use of SAB's trademarks in Africa. In the period 1994 - 2005 he visited the following countries for a week at a time: Zambia, Mozambique, Lesotho, Swaziland, Botswana, Tanzania, and Zimbabwe (all twice); Ghana, Uganda and Kenya.

Each time he gave a paper to a meeting of Institute members and their guests, often including the Board of the company in question. He also visited brewing operations in South Africa on eight occasions. Various chairmen also visited countries in Africa, - notably Terry Harris, who made a round trip to Zambia, Malawi and Zimbabwe, and also Uganda.

These and other activities resulted in an increase in membership from 229 (a steady rise since 1986) in 1993 to 357 in 1996. The spread at that time was:

- East Africa (Kenya, Uganda, Tanzania) - 54
- Central Africa (Zambia, Malawi, Zimbabwe) - 69
- Southern Africa (Mozambique, Lesotho, Swaziland, Botswana, RSA) - 222
- Rest (Seychelles, Nigeria, UK, Holland) - 12

The centre of gravity was slowly moving north, and in February 1997 the Council approved a change in name to Africa Section, covering all sub-Saharan Africa and neighbouring islands. In that year, the Committee minutes sounded a word of warning:

"Although the increase in membership is gratifying, a word of caution was sounded. In a climate of cost reduction, management in some companies are reviewing the value of membership of the Institute for their technical staff, and may be tempted to restrict it to a few key people (most subscriptions are paid for by their companies). We must be sure that we provide a real service to members, and should re-introduce differential rates for such things as convention fees, publications and courses."

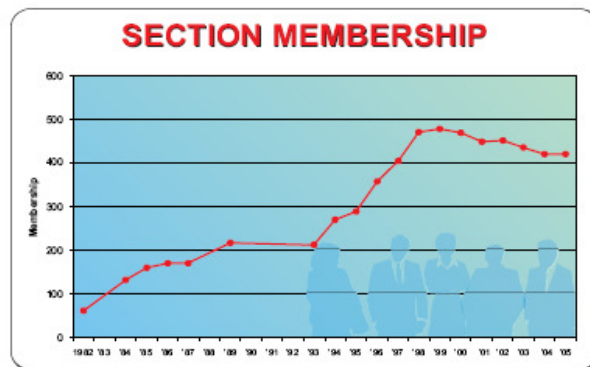
It was also queried whether we should continue to operate using English only; noted that with people such as Trevor Wainwright it would not be difficult to run AME courses in french, which is the second most important language for the industry in Africa. It has taken until the proposed 2007 Nigeria Convention - which is planned to be run in English and French - to give effect to this idea.

In the late 1990s the Sorghum (or opaque beer) industry came into the limelight. It was seen as "needing to move to being professionally managed, to agreed standards, with appropriate technology". It was felt that the Institute, and in particular the Africa Section, could contribute in the following areas:

- Developing agreed methods of analysis (this resulted from one of our conventions - see later).
- Examinations.
- Acting as a neutral party to catalyse change.

Maule was commissioned by M Makomya (MD Chibuku Breweries, Zimbabwe) to develop proposals for a Sorghum Beer Academy. This was done, and the end result was the development of a "Certificate course in Opaque Beer Brewing" by the Department of Food Science, University of Pretoria (led by Prof John Taylor), with significant input from the industry. The impact on Section membership has not been as great as expected, exacerbated by Zimbabwe forex problems. Reduced membership fees for sorghum members came to nothing.

Membership peaked at close to 500 in 1999, and has declined slightly since then to 400+.



An analysis of membership losses for 2003 showed:

- 54% had been members for one to five years (mean three years) - these will be those resigning after passing examinations.
- 34% had been members for six to ten years - reflects changes in company thinking?
- 12% had been members for over ten years (11 - 35 years).

In some companies the cost of membership of professional bodies such as the Institute has been moved to a training budget within Human Resources. It then becomes a target when budget cuts are demanded. Members were reminded that only an individual can cancel his/her

membership, not a company. A note on retaining membership (Appendix 22) gives our thoughts at the time.

In 1994 the Africa Section set up a project to internationalise the General Certificate: Distilling syllabus and workbooks, adding sugar/molasses and grape based products to the package. Working with Jones & Dolan in Scotland, the examinations body of the Institute, and the distilling industry in South Africa, Kenya and Uganda, this project was completed in 2005 and candidates from Africa are due to sit the first examination in May 2006. It is hoped that this will encourage membership from the distilling industry; in 2005 Coenie Bester (Distell) joined the Section committee, representing the distilling industry.

CHAPTER 3

Section Organisation and Structure

From its formation in 1982 and the development of a set of Rules, there was little change in the way the Section was run until, at an AGM on 4 September 1991 a motion was carried to formalise accounts by appointing auditors in South Africa. On investigation, it became evident that with the advent of VAT in RSA, and the stricter application of tax legislation in RSA, there was also a need to formalise the constitution of the Section. J Cluett was charged with the responsibility to investigate the implications - legal and financial - of doing this. The process culminated in the formal constitution of the IOB - C & SA Section as an Association Incorporated under Section 21 of the RSA Companies Act (1973) on August 1992 (Reg. No. 92/04673/08) - See Appendix 1 for articles of association. One of the advantages of the Section 21 registration was that such an Association did not have to pay VAT or other taxes.

Other Section milestones are the registering of the East Africa Sub-Section in 1996, becoming a financial entity; and the change to the Africa Section in 1997. A West Africa Sub-Section followed. Pat Nolan started an IGB Section in Africa in 1997; this merged into the Africa Section of the Institute when the parent bodies merged.

In 2003, correspondence indicates that the question of *re-registration* of the now IGB Africa Section as a Section 21 Company, had surfaced in discussions between M. Williams (Treasurer) and Price Waterhouse our auditors. Williams was asked to get the legal side of the current situation sorted out (committee minutes November 2003), including the question of payment of taxes including VAT (Appendix 2 - all such companies, down to tennis and bowling clubs, were being asked to re-register). It seems that response from Price Waterhouse was slow; nil tax returns appeared to have been accepted by the authorities; however in October 2005 a 2003 tax assessment of more than R200 000 has been received, and the matter is being given urgent attention.

At a more practical level the Section has, since inception, operated within the requirements of a set of Rules. These ensure that the Section's activities and procedures are congruent with the bye-laws of the Institute as a whole. Various revisions have been issued - the one in 2001 was accompanied by a booklet "your questions answered" - the latest one being May 2005 (Appendix 3).

In 1993, Lionel Maule - a member in retirement - accepted the post of Permanent Secretary. His duties were originally seen to be as shown in Appendix 4. The main thrust was to develop new membership, and extend this throughout sub-Saharan Africa, and this was achieved. As an example of the level of contact that is most likely to bring results, it is worth noting that Kenya Breweries were "brought into the fold" as a result of meetings in Nairobi with the Managing Director, and the General Manager: Breweries. At this level it is essential to be able to outline what the Institute has to offer, both to individuals and companies.

Inevitably the duties/outputs of the Permanent Secretary changed somewhat over the years; in preparation for his retirement at the end of 2005 he recorded his duties as at May 2005 (Appendix 5).

The Asia-Pacific Section faces similar challenges to ours, and it has been useful to be aware of how they staff and run their Section. Full details were first exchanged in 1996, and this enabled the Africa Section to highlight:

- Things that we do, and should continue with.
- Things that we should do, but don't at the moment

- Things that need some debate.
- Things that don't receive much support.
- Things we had not thought of.

There did not seem to be anything that our Section does, that we should not be doing.

There was further input from A-P recently, centring around the duties and responsibilities of their Secretary/Executive Officer, and of their Editor; and this was useful input for a review and restructuring of the Africa Section which has just been completed (2005). In this, it was agreed that:

- Administration (including communication; liaising with HQ and giving assistance as required) be separated from strategic issues, and that the post of Administration Manager be created. This person would not have to be an IBD member, and would not be a voting member of the committee. He/she will nevertheless attend Committee meetings as requested. It will be a paid position. A list of responsibilities/outputs was developed.
- The roles of Treasurer and Secretary, as defined in the Section Rules, be combined. The Administration Manager will report to the Secretary/Treasurer.
- A Strategic Committee / group will be set up to guide, monitor and moderate strategic issues; similar to A-P, with past Chairpersons, but including younger members and senior company representation (Brewing and Distilling). A particular responsibility will be to develop an African response to overall IBG strategy.

The new structure, to be introduced at the end of 2005, is as shown in Appendix 6. Together with supporting detail, it will be presented to the March 2006 AGM for formal approval.

The roles of Chairman and Treasurer had not been formalised in a job description until now, however responsibilities for specific outputs have always been recorded in the minutes of committee meetings. Beyond that, "everyone knows what a Chairman and a Treasurer does". Guidelines for financial control have been issued from time to time (see later).

The roles of area coordinators were comprehensively reviewed in 2003. They were defined as follows:

- Develop and run a local committee as appropriate.
- Pick up the needs of members in their area, feeding them into the committee.
- Action individual member issues as requested, eg unpaid subscriptions, member details.
- Develop and implement programmes of local meetings with speakers; dinners; and other events.
- Act as spokesperson, presenting the views of the IBD Committee. Formal approaches to companies and other Institutes to be done only after consultation with the committee and/or its officers.
- Liaise with the committee member responsible for training, assisting him/her to develop training programmes for the area as needed.
- Liaise with the organizers of seminars, symposia, workshops and conventions that have been planned for their area by the committee, and be the local representative.
- Submit reports on their area to each committee meeting, and material for the Newsletter to the Secretary.
- Control area finances, in liaison with the Treasurer.

They have no responsibility for examinations and exam centres, unless requested by London.

Outputs, quality requirements and indicators in key areas were also proposed (Appendix 7).

Turning to the broader issues of Section management, outputs/objectives have been agreed year by year. In 1998 the committee allocated responsibility for key activities as follows:

- **Education and Training:**

Appointed committee member determines need every year, with help of Regional Coordinators. Secretary then handles the detailed organisation/administration, with the help of committee member(s) at the chosen locations.

- **Section meetings, Fellowship:**

Regional coordinators develop a programme each year and action.

- **Conventions, Symposia:**

Organising committees will be set up for each activity.

- **Publications (Newsletter, etc):**

Secretary

- **Finance:**

Treasurer

- **Membership and expansion:**

Secretary coordinate; all help where possible.

- **Examinations:**

Anything requiring action from this end will be done by the Secretary.

Committee members should only accept responsibilities if they are reasonably sure that their circumstances will allow them to deliver.

At the same time, concern was expressed over attendance at committee meetings, and members meeting their commitments. Some ideas that arose from this are shown in Appendix 8.

In 2003 the relationship of the Africa Section's activities to the Institute's overall strategy was reviewed (Appendix 9). The Section was generally well aligned; it is important that this alignment continues.

At the Asia Pacific Hanoi Convention 2004, a think tank (attended by Gordon Den and Lionel Maule) discussed various issues facing the Institute. The minutes of this meeting, and a subsequent follow up note - while being focussed mainly on A-P needs - are of interest, and are to be found in Appendix 10 (two parts).

The Africa Section website was developed in 2000.

CHAPTER 4

Finances

The Section started in a small way, earning some income from early half-day or one-day workshops on specific subjects, a Symposium in Harare, and as its first big event a convention held in Johannesburg in 1985. There were no revenue earning training or other activities at that stage.

The 1985 AGM minutes show that the section had roughly R20 000 in funds (split between rands and Zimbabwe dollars at a time when they were worth something) and that it had made a profit of R10 000 on the first convention. Tacit support from National Breweries and SA Breweries helped to avoid money being an issue in these early days; the 1985 Convention finances were run from a separate account within the organising committee Chairman's SAB budget for training (Maule - then SAB's Manager T & D) with the delightfully vague agreement that "we will sort things out once the Convention is over". Fortunately we made a profit, but had we made a loss the feeling was that SAB would cover any deficit. The Section is grateful for this support, and equally so for the support other companies in Africa have given us over the years, enabling the Section to move to being financially independent.

Section funds have now grown to the point where the current and savings accounts together can amount to \pm R1 million, depending on outgoings and the success or otherwise of conventions and other activities; in the period immediately prior to a convention this figure is even higher, due to delegate fees coming in. As a non-profit organisation, accumulated funds are earmarked for activities that further the aims of the Institute. To operate at this level some clear guidelines were needed, and in 2002 the Chairman T Harris produced guidelines for a practical system for the reconciliation and reimbursement of expenses incurred by Institute members in the course of pursuing the Institute's requirements. He noted that the system should be in accordance with the principles of good governance whilst maintaining both simplicity and ease of management (Appendix 11).

These were incorporated into a comprehensive set of financial control procedures by M Williams and J Cluett in 2003:

"1. Introduction

- 1.1 The Memorandum and Article of Association of the Institute of Brewing Central and Southern African Section (IOBC&AS) (Association Incorporated under Section 21: registration number of company 92/04673/08) filed and stamped at the Registrar of Companies in Pretoria, South African on 18th January 1993, lays out the procedures for the "Accounts" in Section 18, pages 13 and 14, and for the "Audit" in Section 18, page 14.
- 1.2 The (IOBC&AS) changed its name to IOB Africa Section in 1997 and to IGB Africa Section in 2001.
- 1.3 T Harris documented "System for the Reconciliation of Expenses incurred on behalf of the IGB" on 21st June 2002.
- 1.4 At the IGBAS Committee meeting of 12th July 2003 it was agreed that a procedure detailing the financial controls be compiled. The following procedure details the steps to be taken to comply with the requirements of the Articles of Association (1.1), and the recommendations made by T Harris in the above mentioned document (1.3).

2. Accounts

- 2.1 Book of accounts and records shall be kept with respect to:

- 2.1.1 All sums of money received and expended by the IGBAS and the matters in respect of which such receipts and expenditures take place.
- 2.1.2 Assets and liabilities of the IGBAS. Records shall be kept to give a true and fair reflection of the state of the affairs of the IGBAS that explain all transactions.
- 2.2 The book of accounts and records in electronic format or in hard copy shall be kept at the offices of the Hon Treasurer (or the Registered Office of the IGBAS). The book of accounts and records shall always be open for inspection of the members of the IGBAS and the Section Committee members, subject to 2.4 below.
- 2.3 The IGBAS Committee shall be presented a report of the accounts from time to time by the Hon Treasurer, which shall include an operating statement for the agreed period.
- 2.4 The accounts and books of the IGBAS shall be open to the inspection by IGBAS Committee members. Inspection of the accounts and books of the IGBAS by other members shall be authorized by the IGBSA Committee or by the IGBSA in a statutory meeting.
- 2.5 At the Annual General Meeting (statutory AGM), in every year the IGBAS Committee shall lay before the members a proper income and expenditure account of the period since the last preceding account made up to date not more than four months before such meeting, together with a proper balance sheet made up as at the same date. Every such balance sheet shall be accompanied by proper reports to the IGBAS committee and the Auditors. Copies of the balance sheet and reports shall be sent to all members not less than 21 clean days before the date of the meeting. The Auditors report shall be open to inspection and read before the meeting as required by the Companies Act 1973.
- 3. Audit
 - 3.1 Once at least in every year the accounts of the IGBAS shall be examined and correctness of the income and expenditure accounts and balance sheet ascertained by one or more than one properly qualified Auditor or Auditors.
- 4. Budgets
 - 4.1 The budgets for the yearly operations, including Conferences, of the IGBAS shall be prepared by the Hon Treasurer and presented to the IGBAS Committee for approval.
 - 4.2 Changes to the budgets shall be presented by the Hon Treasurer for approval and minuting by the IGBAS Committee.
 - 4.3 Reports and expenditures shall reflect the approved budgeted activities of the IGBAS.
- 5. Expenses
 - 5.1 All expenses incurred on behalf of the IGBAS shall be referred to the relevant expense code in the corresponding budget.
 - 5.2 All expenses shall be approved by the relevant officer of the IGBAS or delegated persons.
 - 5.3 All claims for expenses shall be sent to the Hon Treasurer or the Regional representative for authorization of payment. Supporting documentation must accompany the expense claim.
 - 5.4 Should funds be required prior to the expenditure, these shall be made available by the Hon Treasurer to the person concerned or through the Regional representative. Expenses incurred against the funds shall be fully justified as in 5.3 above."

In practice, we do not always have audited accounts available to send to members 21 days before an AGM. The Articles of Association calls for this, but the Section Rules do not. With regard to budgets, the budget for any financial year should be approved by the committee at the last committee meeting before the end of the preceding financial year (LM comment).

Sub-region accounts should be operated to the same principles. The reference in 2.3 above to "from time to time" should be changed to a more specific requirement such as "at every committee meeting" or every quarter.

On the appointment of a Permanent Secretary, with expanded duties, the Institutes' HQ agreed to pay the Section £10 per section member per annum, to cover half the expected administrative costs. This continued for some years; then the Section agreed to forego the payment in some years ("times of plenty"); now the situation is as for any other Institute Section, with Sections being allowed to claim for assistance in any year, for a well documented reason.

The management of funds has not been easy. By 1996 the Section held R942 000, of which R714 000 was held in Zimbabwe in US\$. Although by 1998 Mugabe had decreed that these dollars be converted to Zim dollars, holding money in that country was still considered to be beneficial, due to high interest rates. The rest is history, and the Section lost a substantial sum as a result of the precipitous fall in the value of the Zim dollar.

Mainly through using Clarges St to handle registrations and fees for the 1999 Kenya Convention, a healthy balance in sterling accrued to the Section's UK account. While this also benefited the Section tightening exchange control regulations have made it necessary to repatriate most of this to RSA.

In 1998 the committee minutes noted that the Section needed to make a profit of \pm R200 000 from each convention, to keep ahead. It was at this time that significant amounts of training were being introduced, and the Section was subsidising course costs by as much as 30%.

In 2005, an A-P proposal for reduced fees, and linked to COL in each country, was seen as not being viable for the Africa Section.

CHAPTER 5

The Section and Headquarters

Since its inception the Section has had good relations with the Institute's Headquarters at Clarges St, and its staff; first through Keith Leppard (ex Navy), then Peter Istead (Army) and currently Brian Peggall (Royal Air Force). Presidents at the time have always attended our Conventions, usually including a visit to some part of our Section.

Since the mid-90's our Section Chairman and the Permanent Secretary have alternated attendance at Council and associated meetings, stepping up the frequency when major changes (such as amalgamation) were being considered. In 2000, Maule joined the amalgamation working party for its deliberations on merging the IOB with the IGB. This was a second attempt; the first in 1991 was stillborn. The Section prepared a written statement on the Section's position for Council, as follows:

"The Africa Section has, at recent meetings, supported *in principle* the proposal that the IOB and the guild be merged. The current operation of the Guild appears to be mainly UK focussed (apart from the 'Brewer', which may well have a wider distribution), and the impact of such an amalgamation would thus - we thought - be felt predominantly by the UK sections, and IOB Headquarters.

There are some Guild members in East Africa, however they have integrated their activities with our regional committee in that area, and a merger should bring no changes to this. A Guild Section has recently been formed in South Africa, but as yet they have not been very active and we also foresee no problems at this local level.

Nevertheless, we are aware that the negotiations between the two bodies have given rise to various suggestions for trade-offs, and changes to the way the IOB currently operates. At the appropriate time we will need to be given a detailed statement of the proposals for:

- The organisation and Management Structure of the new body; how it will be created from the existing bodies; and how Section representation will be handled.
- The way the new body will operate in practice.
- The way the financial aspects will be managed.

This will enable us to assess whether or not the proposals are likely to have a negative (or positive) impact on:

- The effectiveness of the IOB as it is now.
- The Africa Section's current operations, including our financial and operational independence to manage our own affairs within the overall mission statement, objectives etc of the new body.
- Our ability to present to its decision-making body or bodies, with due weight, the needs and suggestions of our member.

Only then will we be able to communicate meaningfully to our members, with recommendations from the committee when it comes to voting."

Most of these expectations were met in the final proposals, and members were advised to vote for the amalgamation.

The new body - IGB - came into existence in 2001, and in that year Maule facilitated a Strategic Planning Syndicate Group in London, charged with determining where the new IGB should be in five years time. Two other syndicates covered Organisation and Management, and

Products and Services.

The Section has always had a representative on the Analysis Committee, until the need for this committee fell away with the merging of the Institute's analytical procedures with EBC. Maule joined the Publications Committee in 2003; and recently Cluett the Board of Examiners, representing the interests of IBD members overseas.

It was only in 1999 that the Institute accepted the idea of having a President from a Section other than those in the UK. A year later the Section was asked for a suitable nomination from Africa; Graham Mackay - Group CEO SABMiller - was approached and initially indicated that he would be prepared to be nominated. However, at the 2001 Convention he became more aware of the challenges facing a President of the Institute, and withdrew; quite understandably as he already had a huge work load as CEO. As a contribution he offered the services of Pete Lloyd, an SAB Director based in UK, to help behind the scenes with the development of Institute strategy, and this he has done.

Gordon Den, who represented the Section on a President's Advisory Group, was elected as deputy President in 2001, and President in 2003 - a well deserved honour. Michael Awanayah is currently a Deputy President of the Institute. Other Section members to be honoured include those who have been elected as Fellows (see Appendix 25) and Lionel Maule who was elected a Vice-President - a position that no longer exists - in 1999.

The Section has supported the Brewer and Distiller and its predecessors with articles and news items in recent years; to coincide with the 2003 Convention, and the 21st birthday of the Section, Maule wrote an article reviewing the Brewing Industry in Africa; part 1 published February 2003, part 2 a year later.

CHAPTER 6

Newsletter

The Section has produced a newsletter since 1989, three or four times a year. Photographs were included from 1994, and in August 2000 colour printing was introduced.

The March 2003 Edition took the form of a review of the first 21 years of the Section's activities.

As well as going to all Section members, and selected other members and Clarges St staff, 100 copies go to the breweries of Heineken and Castel in Africa, the distilling industry in Africa, and technical/general management of such firms.

The aim is to create awareness of the Section and the Institute, and to encourage membership. Items from the Newsletter are used in the Brewer & Distiller from time to time.

Chapters

- **7 Section Activities,**
- **8 Conventions,**
- **9 Training,**
- **10 Examinations**
- **11 IBD Qualifications**

can be viewed in the original IBD Africa Section History 1982 to 2006

CHAPTER 12

Conclusion

When one sees everything the Section has done in its first twenty-three years in one document, one cannot help being impressed by what has been achieved. This has been due to the hard work of our office bearers and committee members over the years, ably supported by IBD Headquarters and the Brewing Companies and Allied Traders in Africa, and we thank them all.

A few things need to be "put to bed" before moving on to new challenges:

Organisation and Structure

- Adjust to the new structure; achieve better communication.
- Sort out the re-registration of the RSA Section 21 Company, and the tax issue, recognising that there is a business/trading aspect to some of our activities.
- Maintain finances in a healthy state, while absorbing increased administration costs. Determine a realistic cost/benefit for all new projects before seeking approval.
- Committee continuity.

The Section and Headquarters

- More cooperative work with HQ.
- Work together on retaining membership, and developing an acceptance of "lifetime learning" by members.

Conventions and other major events

- Resolve 2007.
- Revisit convention/symposia, remembering that different areas of the Section are at different levels of sophistication; or have different needs; or have more, or less, diversified brewing industries.

Training

- Gain control of training again, in a win-win situation for all parties.

Examinations

- Raise the standard of passes, reduce failures (Brewing).
- First GCDi examinations in 2006.

Qualification

- Complete current projects and measure final outputs (distilling and brewing).

Current projects should be firmly put to bed, working on realising their potential benefits, before embarking on others.

L.D. Maule

February 2006

APPENDIX 1

Memorandum and Articles of Association

IOB C & SA Section

The new Memorandum and Articles of Association adopted at the general meeting of the statutory members held on 8 January 1993 and approved by special resolution.

MEMORANDUM

and

ARTICLES OF ASSOCIATION

of

THE INSTITUTE OF BREWING CENTRAL AND SOUTHERN AFRICAN SECTION
(Association incorporated under Section 21)

REGISTERED OFFICE
1993-01-14
PROVISION 001
REGISTER OF COMPANIES

REPUBLIC OF SOUTH AFRICA
COMPANIES ACT, 1973

Special resolution
(Section 200)
(To be lodged in duplicate)

Registration No. of company: 92/04673/08

THE INSTITUTE OF BREWING CENTRAL AND SOUTHERN AFRICAN SECTION (ASSOCIATION INCORPORATED UNDER SECTION 21)

Name of company: 8 DECEMBER 1993

Date of special resolution: 8 JANUARY 1993

Special resolution passed in terms of section 200 of the Companies Act, 1973, on 8 JANUARY 1993

Copy of notice convening meeting attached.

Contents of special resolution (to be attached to memorandum).

SEE ATTACHED ANNEXURE

Signature of company: 8 JANUARY 1993

Signature of Director: 8 JANUARY 1993

Name of block (optional): THE INSTITUTE OF BREWING CENTRAL AND SOUTHERN AFRICAN SECTION

To be completed by company:

Herewith copy of special resolution as required.

Registration No. of company: 92/04673/08

THE INSTITUTE OF BREWING CENTRAL AND SOUTHERN AFRICAN SECTION

Postal address: P O BOX 783027

SAFARIWAY 2146

Not valid unless stamped by Registrar of Companies.

REGISTER OF COMPANIES

1993-01-18

REPUBLIC OF SOUTH AFRICA

APPENDIX 2

Re-registration of IGB Africa as Section 21 Company

2003 comments

Note from Maule re re-registration as a Section 21 Company, with J Cluett's comments highlighted in red; also email from Cluett dated 26 November 2003.

(note to those who I have copied this note to – it is in response to some interpretations and requirements that have surfaced in discussions between Mike and a legal person from Price Waterhouse).

The letter I have faxed you (Mike) from Peter Mollett (Price Waterhouse) makes it quite clear that in 1993 the new Company required a minimum of two Directors and seven members. I have copies of the signed and witnessed undertakings from the seven members who were Gordon Den, Lionel Maule, John Cluett, Malcolm Stewart, Keith Cosser, Robert Rich, and Johan Prins. From these seven, Gordon and I were nominated as the two Directors (we are listed as Officers on our letterhead). Mollett also asked to be advised who was to be appointed Public Officer for tax purposes, and to provide his or her residential address. I have no record of who this was, but it must have been our Treasurer at the time (John Cluett). I understand that your legal Lady said that we now need a minimum of three Directors.

The position of Director is not mentioned anywhere on the Memorandum and Articles of Association. This document was separate to the Articles of Association. The nomination of two Directors was linked to the registration of the Company and the registration as a VAT paying organization. The appointed person for Tax purposes was the Treasurer as far as I remember.

Unless things have changed dramatically, I feel that we should submit names along these lines, and must stress that such nominations do not depend on the Directors being on the committee, or office bearers. Her request to list President, Deputy President etc. as mentioned in the Articles of association in a totally different context, I submit (to use a bit of legal jargon), is based on a false interpretation.

On going through the Memorandum and Articles of Association of the Institute of Brewing Central & Southern Africa Section dated 14 01 1993, there are some comments that are relevant to the comments made below.

1. The Articles were drafted to mirror the IOB London Articles of Association. This is seen in the Memorandum by the phrases, purpose, main object and powers. The Articles of Association of the registered company 92/04673/08 defines under General, Council Proceedings etc text that was aligned to SA law but also aligned to what the IOB had defined in their Articles of Association. There is no reference to Chairman as an officer other than in the context of the person that runs the meetings.
2. The Officers of the Institute are; the President, Deputy President, Vice President, Treasurer and the Secretary. The President, Deputy President, Vice President and the Treasurer are collectively called the Honorary Officers. The Secretary is dealt with separately. (Note: I do not recall whether the Honorary Officers were in turn called the "Directors"??? but this could well have been where this title came from.) The Hon Secretary of the Section came as a totally separate initiative after the 1993 Cape Town Conference, when Lionel was appointed to this position. We had already made provision for this position in Section 14 D of the Articles. It is clear that the officers were again taken for the IOB London A of A.
3. Our A of A were discussed at meetings of the Council as it was then, and agreed finally at an AGM. They have served us well over the last 10 years and we have done successful business as they stand. In view of new legislation and the focus on our need to sort out the tax issue, we are now required to possibly modify the Articles. PWH can make recommendations, but the AGM or an extraordinary GM must adopt them before they are finally changed.

Why do I say this?

On page 1 of the Articles of Association – hereafter referred to as the Articles – it says the Institute.....is the name of the Company, in other words US.

Page 2 defines the Institute as the above named Company – in other words US – and defines the Council as being "of the Institute". The correct word should have been Committee.

On page 4 the word Council is again used for the Body controlling our Company (Section).

Page 7 goes on to refer to the Chairman (NOT President) of the Council, ie. our committee. This correct.

And on page 10 the proxy form makes it clear that all the preceding details relate to the IOB Central & Southern Section, as we were then called.

However the wheels come off later on page 10, where item 12 goes on to talk about Bye-Laws (we do not have any – I will refer to this later). As Mollett in his letter points out, he used the overall IOB bye-laws, as issued from Clarges St., as a guideline when drawing up the Articles, and I submit that he forgot to amend 14.A (page 11) to reflect our committee structure instead of the IOB's office bearers (president etc.).

The Section Rules are what guide the day to day running of the Section, and as the title page of the Rules that applied at the time indicates, are to be read “in conjunction with the bye-laws of the Institute (this time meaning Clarges St. – I wrote this!) from time to time being in force”. In other words, we should at all times make sure that our Rules do not go against the spirit of the bye-laws from Clarges St.

I feel strongly that we should use this opportunity to clean up the mess, and submit a document that truly reflects the way we work. Mollett in his letter admits that his use of the bye-laws as a guide resulted in Articles that “are very comprehensive and probably go far beyond your current requirements but I suggest that you retain them in their present format and use only those sections applicable to your current requirements”. Ten years on we are quite clear as to how we work, and we should reflect this.

To conclude, I think that the committee is not the legal entity, but rather the Directors and members as mentioned earlier. The committee is a transient thing, with members coming and going all the time. It has members from countries outside South Africa, which may not be acceptable for a financial entity established within RSA, although such representation is essential to indicate the international nature of the IGB and our Section, and the work we do. I would go as far as to say that the Section and the Section 21 Company may well be two different – but related – things. I would not support putting names to fictitious job titles.

L.D.Maule.
25 November 2003.

21. Excepting and unless otherwise provided by these Rules or by this meeting, voting at General Meetings and at Meetings of the Committee shall be by a show of hands. In the event of an equality of votes on any and every question submitted to a vote at such meeting, the chairperson of the meeting shall have a second or casting vote.

22. Representation on the Council and Committees of The Institute

22.1 Representatives of the Section (who shall be life or subscribing members) shall be nominated by the Committee and elected at the AGM to serve on the Council and on the Committees of the Institute. They shall hold office for one year and are eligible for re-election.

22.2 In any case where the above procedure is considered at the AGM to be impractical, any members of the Section may be nominated, in writing, by the Chairperson to the CEO of the Institute as representatives of the Section on all or any of the above Committees.

22.3 Notwithstanding anything in the foregoing provisions of these Rules, the Chairperson, if satisfied that the representative, representatives or alternates elected as aforesaid cannot attend any meeting or meetings of the bodies specified in Sub-Clause 1 of this Rule, may nominate, by letter addressed to the CEO of the Institute, any qualified members of the Institute to attend any such meeting or meetings to represent the interests of the Section and to vote thereat, provided always that if any elected representatives, representatives or alternates attend such meeting he / she and not any member nominated under this clause who may also be present, shall be entitled to vote.

23. General Meetings shall be held at such times as the Committee may from time to time determine and shall be held within varying localities within the Section, subject to the requirements of Rule 20 being met.

24. Committee Meetings shall be called by the Secretary of the Section at the direction of the Chairperson, by the Chairperson or by notice to the chairperson, from four (4) Committee members desiring him / her to do so. At least twenty-eight (28) days notice in writing shall be given. Meetings generally will be held at the Centre most convenient to those members. There shall be at least one Committee Meeting each calendar year in addition to the AGM.

25. Papers may be presented for reading to the Section by members and non-members, but subject to the Rules of the Institute for the time being in force relating to Local Sections and the reading of papers thereat.

26. Every member of the Institute shall have the right to attend General Meetings of the Section and take part in the discussions and to use the facilities (if any) of the Section, but only a member of the Section may vote on any question affecting the business of the Section.

27. An Auditor or Auditors shall be elected at each AGM and shall retire

at the AGM next following, but shall be eligible for re-election.

28. Records shall be taken and minutes kept of the Proceedings at all General Meetings and at all Meetings of the Committee and the minutes of every such Meeting shall be confirmed at and signed by the Chairperson of a subsequent meeting.

29. The Committee may call a Special General Meeting at any time and shall call a Special General Meeting upon the written request of not less than twenty (20) members of the Section and payment to the Secretary of the Section by or on behalf of such members of a sum of money equal to the cost of calling or the equivalent in local currency, to be applied to the cost of calling and convening such a meeting. Such last-mentioned Special General Meeting shall be convened in the country where the office of the Secretary of the Section is situated within a reasonable time, not exceeding two (2) months after the request is received by the Secretary of the Section. A requisition for a Special General Meeting shall state the business for which such a meeting is to be called but the Committee shall have the power to include other business in the notice calling such meeting. If such other business be so included, the said sum shall be refunded.

30. Amendments and alterations to the Rules may be made at any AGM or at any Special General Meeting of members convened for the purpose, after due notice has been given to the members, but in accordance with the Rules of the Institute, such amendments or alterations shall not take effect until the assent of the Council of the Institute has been obtained.

31. Notice of any Annual or Special General Meeting shall state the business of the meeting and shall be given to members not less than twenty-one (21) days prior to the date of such meeting. Notice of an AGM shall include the name of the Chairperson nominated for election, the number of ordinary member vacancies occurring, the geographic or other interest groups represented by these vacancies (see Rule 3), the names of local Committee representatives eligible for election and the names of members and their countries nominated by the Committee for election to the Committee. Any notice required to be given by these Rules shall be deemed to have been duly given when posted to the member's last known address. A certificate from the Section Secretary that notices were duly posted in accordance with these Rules on or before the day mentioned in such certificate shall be final and conclusive evidence of that fact.

32. Initial applications for membership shall be submitted to the Section Secretary. The Committee shall enquire into the fitness and qualification of the candidate and shall have the authority to recommend to the Council the acceptance or refusal of such applications.

Applications for upgrading or changes in membership shall be submitted directly to GB Headquarters.

Date of Issue: May 2003

Member's Name: _____

THE INSTITUTE OF BREWING AND DISTILLING

AFRICA SECTION (including adjacent Islands)

APPENDIX 3

RULES

(To be read in conjunction with the bye-laws
of the
Institute of Brewing and Distilling
from time to time in force)

THE INSTITUTE OF BREWING AND DISTILLING AFRICA SECTION

RULES

1. The Section shall represent members of the Institute in Africa and adjacent islands.

2. The Section, at its sole discretion, may invite members in any country or region within the Section to create a Local Committee to better further the objectives of the Institute and improve communication between the committee of the Africa Section and the region concerned. The operation of such Committees shall be subject to the rules of the Africa Section and they will be entitled to one representative on the Africa Section Committee.

3. The business of the Section shall be conducted by a Committee of not more than twelve (12) persons comprising the Section Chairperson, the Vice-Chairperson, the Treasurer and nine (9) ordinary members elected with due regard to the number of members in each Country or Region, the need for Local Committee representation (see Rule 2) and the need to represent allied industries or other interest groups which the Section serves.

Where a Local Committee is not in a position to routinely send a representative to Committee meetings, it shall be represented by another member of the Committee rather than taking up a permanent position on the Committee.

The immediate Past Chairperson if not elected an ordinary member of the Committee as provided in Rule 4) will be an ex-officio member of the Committee for one year (see Rule 4); the Secretary of the Section will also be an ex-officio member of the Committee and these two positions are in addition to the twelve members referred to in the first paragraph of Rule 3.

Each member so elected must be a member of the Section. Each member of the Committee shall have the power to appoint a proxy to act in his place. The appointment of a proxy shall be in writing addressed to the Secretary of the Section and may be general or limited. A person appointed as proxy must be a member of the Section but need not necessarily be from the same country or region as the person appointing the proxy.

4. Any member of the Section shall be eligible for nomination and election as Chairperson of the Committee. The Chairperson shall be nominated by the Committee prior to, and shall be elected at, the Annual General Meeting (AGM). The name of the candidate so nominated shall be included in the notice calling such AGM. The chairperson shall hold office for two (2) years and shall be eligible for re-election. A Chairperson not seeking re-election shall be

eligible for election as an ordinary member of the Committee at the conclusion of his term of office and, if not so elected, he shall be an ex-officio member of the Committee during the first year of office of his immediate successor unless sooner appointed to a casual vacancy. If the Chairperson shall die or retire during his term of office or if a candidate nominated for election or re-election as Chairperson is not so elected by the AGM, the Committee shall elect one of its members as Chairperson until the next AGM at which an election is held, who shall thereupon no longer be an ordinary member of the Committee for the purpose of these Rules.

5. The Vice-Chairperson of the Section shall be elected annually from amongst members of the Committee at their first full meeting which shall be held immediately after the conclusion of the AGM.

6. The Committee may appoint or confirm the appointment of such other officers, including the Section Secretary and Treasurer, as may from time to time be decided upon and may pay any officer appointed under this Rule such remuneration as is determined by the Committee.

7. Election of the ordinary members of the Committee shall be held at every AGM.

8. Ordinary members, excluding the Treasurer, shall hold office for three (3) years on the Committee and shall be ineligible to serve as a member of the Committee for twelve (12) calendar months from the date of their retirement from the Committee.

9. The names of the local Committee representatives standing for election to the Section Committee shall be included in the notice calling the AGM. Additional nominations may be made by any two (2) members of the Section giving notice to the Section Secretary on the prescribed form not less than fourteen (14) days prior to such a meeting. No member shall sign more than one nomination form. All nominees must signify their willingness to serve if elected.

10. If the nominations, including Local Committee representatives are not sufficient to fill the vacancies, the Committee may nominate any member, in accordance with Rule 3 and Rule 12, who shall thereupon be declared by the Chairperson at the AGM to be duly elected.

11. If the nominations for ordinary Committee members and incoming Local Committee representatives exceed the number of vacancies, a secret ballot shall be held at the AGM. Every member present at the AGM will be entitled to the number of votes equal to the number of vacancies occurring on the Committee. The Section Chairperson will declare members duly elected in accordance with the decreasing number of votes and bearing in mind the interests of Local Committees and other interest groups, in accordance with Rule 3, until all the vacancies on the Committee are filled. The Chairperson shall have authority to determine matters of detail in the above electoral procedures.

12. Vacancies on the Committee occurring between elections may be filled in the interim by the Committee and any member so elected

shall retire and may be nominated by the Committee for election by the members at the next AGM at which an election of the Committee is held.

13. The Committee may from time to time elect such other Sub-Committees as are deemed necessary for the better working of the Section. The Chairperson and members of all Sub-Committees and their terms of office shall be determined by the Committee.

14. The Treasurer, though a full member of the Committee, shall not be limited to a three-year term of office but may be re-appointed for subsequent yearly periods of office by the Committee.

The Treasurer shall direct and generally superintend the keeping of the accounts of the Section. A Committee representative from each member country shall provide the Treasurer with an audited statement of the income and expenditure, if any, specific to his country or region for the year ending 31st day of December. The Treasurer shall present an audited consolidated statement of the income and expenditure of the Section at each AGM for the year ended on the preceding 31st day of December.

15. The Secretary of the Section, subject to Committee ratification, shall hold office for three (3) years and may be re-appointed for subsequent yearly periods of office. He shall direct and generally superintend the administration of the Section and will attend and keep minutes of the AGM and Committee Meetings.

16. The quorum at meetings of the Section Committee shall be five (5).

17. Proxies for meetings of Committees shall be in writing and be received by the Secretary of the Section prior to the commencement of the meeting.

18. An AGM shall be held in each calendar year at such time and place as the Committee shall determine.

19. The business of the AGM shall be

- to receive a report from the Committee;
- to receive and pass the Financial Statement of the Treasurer for the previous year;
- to elect an Auditor for the ensuing year;
- to elect a Chairperson;
- to nominate members to the Committee according to Rule 9 or to ratify the results of the ballot in accordance with Rule 11;
- to elect the representatives referred to in Rule 22.

20. The quorum at all General Meetings shall be six (6) members (other than members of the Committee) who are entitled to vote.

APPENDIX 6

Africa Section Structure - approved September 2005

With the impending retirement of Section Secretary Lionel Maule your committee has reviewed the section's organisation, and has compared it with that of Asia-Pacific, a Section that faces similar challenges to ours.

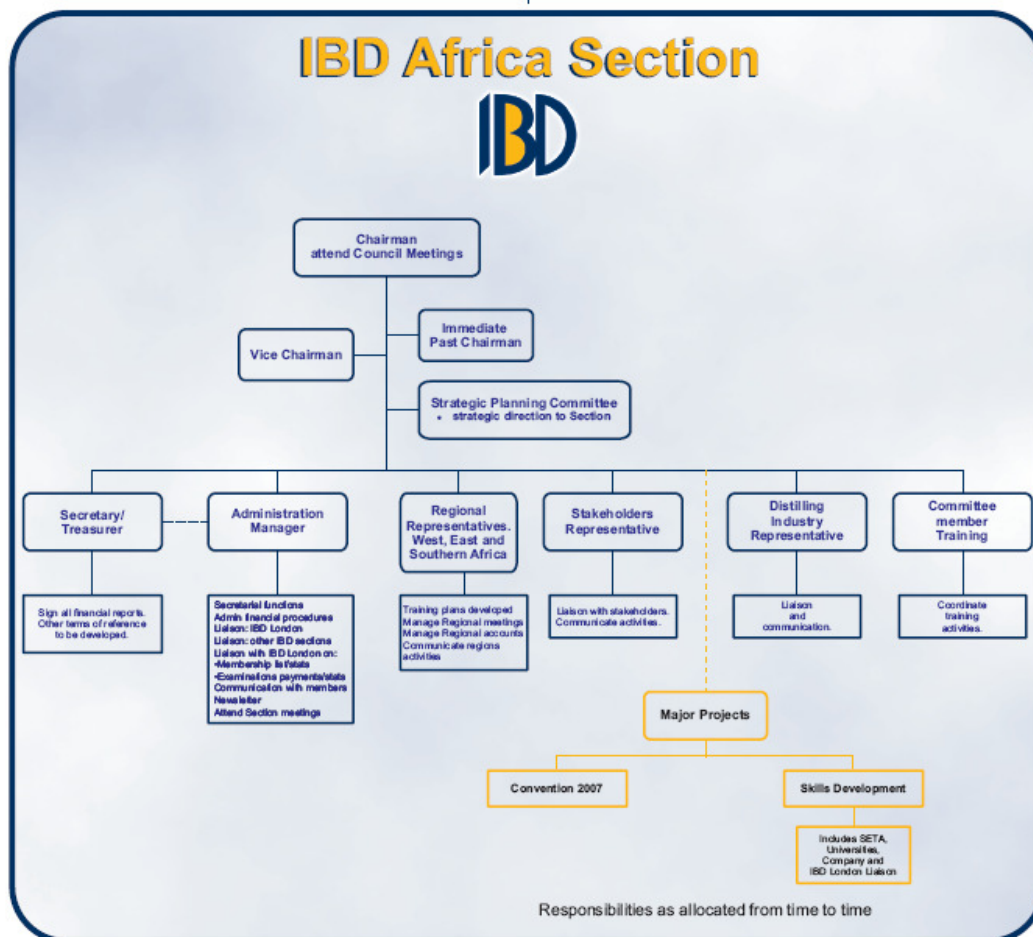
It has been proposed that:

- A new post of Administration Manager be created to handle all administration including bookkeeping. This person would not have to be an IBD member, and - while attending committee meetings - would not be a voting member of the committee. It will be a paid position.
- The roles of Treasurer and Secretary, as defined in the Section Rules, be combined. The Administration Manager will report to the Secretary/Treasurer for financial matters; otherwise to the committee through the chairman.

- A Strategic Committee or group will be set up to guide, monitor and moderate strategic issues, with a particular responsibility for developing an African response to overall IBG strategy.

Penny Williams is prepared to accept the post of Administration Manager, and Idelet Meijering that of Secretary/Treasurer. Mike Williams steps down as Treasurer, but the committee wishes him to remain on the committee representing stakeholders. The new structure should be in place by the end of the year, allowing a three month trial period before seeking formal approval at the AGM.

The proposed committee organisation structure is as shown below:



APPENDIX 25

Section Honours Board

Chairmen

<i>Lionel Maule</i>	~	1982
<i>Michael Nicholls</i>	~	1984
<i>Alan Jackson</i>	~	1986
<i>Lionel Maule</i>	~	1988
<i>Mwadaï Mushiri</i>	~	1990
<i>Gordon Den</i>	~	1992
<i>Llewellyn Nhamo</i>	~	1994
<i>Charles Coe</i>	~	1996
<i>Myethi Mpefu</i>	~	1998
<i>Terence Harris</i>	~	2000
<i>David Mutopo</i>	~	2002
<i>Michael Awanayah</i>	~	2004

Fellows

<i>John Cluett</i>	<i>Gordon Den</i>
<i>Terrence Harris</i>	<i>Alan Jackson</i>
<i>Michael Karanja</i>	<i>Lionel Maule</i>
<i>Richard Meisel</i>	<i>Myethi Mpefu</i>
<i>Samuel Mushiri</i>	<i>David Mutopo</i>
<i>Llewellyn Nhamo</i>	<i>Michael Nicholls</i>
<i>Alastair Reid</i>	<i>Malcolm Stewart</i>
<i>Gerald Simpson</i>	<i>Wes Wessels</i>
<i>Michael Williams</i>	

Vice President ICB ~ Lionel Maule ~ 1990

Deputy President ICB ~ Gordon Den ~ 2001 - 2003

President ICB ~ Gordon Den ~ 2003/4

Horace Brown Medal Award ~ Lionel Maule - 2005

John S. Ford Award

(Top in World - AME)

Brett Ziehl	~	1993
John Brauer	~	1994
Kenneth Hitchcock	~	1996
Manojkumar Gosai	~	1997

Dave Fraser Award

(Top in Africa - AME)

Brett Ziehl	~	1993
John Brauer	~	1994
Jack Knight	~	1995
Ken Hitchcock	~	1996
Manojkumar Gosai	~	1997
Christopher Biss	~	1998
Shona Fleming	~	1999
James van der Walt	~	2000
Pieter Engelbrecht	~	2001
Gregory Benvenuti	~	2002
Elias Zacharias	~	2003
Andrea Kraft	~	2004
Solomon Ogu	~	2005

Other appendices can be viewed in the original document.