

Ronald Mushonga - Interview Cheat Sheet

For: Ricardo Delgado | Date: 4 February 2026

Candidate Snapshot

Field	Detail
Name	Ronald Faku Mushonga
Qualifications	CA(SA), ACA, CPA, TPPE
Experience	15+ years
Current	Fractional CFO (Hatua Capital platform)
Rate	R110,000/month + agency fee
Agency fee	~R60,720 (12% for 4-month contract)
Total 4-month cost	~R500,720 (vs R440,000 for Keith)
Source	LVB Consulting

Career Summary (Reverse Chronological)

Period	Role	Company	Scale
2024-2025	Fractional CFO	RDG Collective	Raised >\$10m, rebuilt finance team
Jan-Feb 2024	Fractional CFO	Broadband Infraco (SOC)	Year-end audit, IFRS/Treasury compliance
2019-2021	Head of Finance	Air Chefs (SAA Group)	R30m raised, business rescue, team of 12
2012-2018	Financial Director	Huge Telecom (JSE)	M&A, JSE compliance, ExCo chair
2008-2012	Audit Manager	BDO / PKF	Board exams in one sitting

Strengths (On Paper)

- **Crisis experience:** Navigated SAA business rescue
- **Capital raising:** >\$10m equity/debt at RDG, R30m at Air Chefs
- **Governance:** JSE compliance, Auditor General audits, IFRS
- **Team building:** Led team of 12, rebuilt finance functions
- **Fraud detection:** Uncovered fraud at RDG Collective

Unknowns to Probe

Gap	Why It Matters	Suggested Question
Xero experience	Sanctura runs 7 entities on Xero	"What accounting systems have you worked with? Any Xero experience?"
Hands-on vs strategic	Need someone doing the work, not just advising	"At RDG, were you doing the books yourself or managing a team doing them?"

Multi-country	UK entities with different compliance	"Have you managed finance across multiple jurisdictions simultaneously?"
Small org fit	His experience is larger orgs	"How do you adapt when there's no team and you're the only finance person?"
Healthcare	Sector-specific billing/compliance	"Any experience with medical practice finances or similar service businesses?"

Questions Ricardo Asked Keith (Use for Comparison)

1. **Cash flow forecasting** - "We need an accurate cash flow forecast... can you walk us through your approach?"
2. **First 30 days** - "What would your first 30 days look like?"
3. **Real-time visibility** - "How would you give us daily/weekly financial visibility?"
4. **Technical finance** - "How involved have you been in IFRS-compliant financial statements?"
5. **Audit timeline** - "We need audit done in 6 months, not 9-10. Experience with that?"
6. **Contract/future** - "Are you open to permanent after the contract?"

Red Flags to Watch

Signal	What to Listen For
Too strategic	Talks about "oversight" and "governance" but not actual execution
Big company mindset	Expects support staff, systems, processes that don't exist here
Vague on details	Can't explain specific cash flow methodology or reporting cadence
Short tenures	RDG was 17 months, Broadband Infracore was 2 months - why?

Quick Comparison to Keith

Factor	Keith	Ronald
Multi-entity	12 companies (Janetta)	JSE groups, SOCs
Hands-on confirmed	Yes (interview)	Unknown - probe this
Business rescue	No	Yes (SAA)
Cash flow approach	Weekly 30-day rolling	Unknown - probe this
Xero	Unclear	Unknown - probe this
Total 4-month cost	R440,000	R500,720

Interview Outcome Checklist

After the interview, assess:

- ☐ Can he do the actual work himself (not just manage)?
- ☐ Does he have a clear cash flow forecasting method?
- ☐ Is he comfortable with Xero or willing to learn fast?
- ☐ Does he understand the startup/small org reality?
- ☐ What's his genuine availability and commitment?

- ☐ Personality fit - does he complement or clash with James/Grant?

Bottom line question: Is Ronald worth the extra R60k over Keith, or is he bringing enough additional value (crisis experience, capital raising, team building) to justify the premium?