

Babalwa Bekwa (nee Lujiza)



LinkedIn: Babalwa Bekwa

- Non-executive directorship: CALIBA Group, SAICA and Cross Stream (Ovations Group) and UNISA Council Member
- 20 years working experience spanning Banking (7 years), Public sector consulting (5 years), Telecoms (4 years) and Insurance (4 years)
- Core skills: Digital implementation, transformation and business management (across mobile application design, product innovation, digital marketing strategy)
- Passionate about: leveraging technology, people change management strategies, sound business strategy, protecting business integrity and practical financial governance
- Other skills/experience: Data management, Organisational Change and design
- Married with three children and avid reader.

Competence and Attributes

- Able to work as a team member or on my own
- Believe in knowledge sharing
- Able to grasp and master new concepts quickly
- Effective research and analytical skills
- Keen business acumen and managerial skills
- Strong sense of responsibility, self-motivation, ambition
- Driven by personal pride to succeed
- Good listening and communication abilities
- Efficient and economical

Other Skills

- Advanced Computer Literacy
- Numerical Skills
- Executive communication Skills
- Planning and Organisational Skills
- Interpersonal Skills

Education

Masters of Business Administration

Gordons Institute of Business Science (2010) - *10 distinctions.*

Electives

Social Entrepreneurship, Competitiveness and Economic Development, Strategic Finance & Value Creation and Operationalizing Strategy, Global Elective trip to South America (*Rio de Janeiro and Sao Paulo*)

Research (Thesis) Topic: *The role of social media in enhancing Investor Relations in South Africa*

Bachelor of Commerce Honours (Informatics) - University of Johannesburg (2004)

Bachelor of Commerce (Information Systems) - University of Cape Town, (2001)

Matriculated - Clarendon High School for Girls, East London (1998) - *B Aggregate*

Employment

DISCOVERY HEALTH SYSTEMS - AUGUST 2018 - CURRENT

Head of Programme Office

Discovery Health Systems is an entity of 486 IT practitioners and my role is to drive the systems delivery of the strategic business objectives using the people and technical resources at my disposal.

I am executive committee member of Health Systems and report into the Chief Information Officer and I look after 20 direct reports. My office looks after the technical implementation of solutions mandated by strategic business objectives for Discovery Health.

STANDARD BANK SOUTH AFRICA - APRIL 2012 - JULY 2018

Senior Manager: Enterprise Information Management (July 2016 - July 2019)

Standard Bank has a vision to the *Best Loved Bank by 2020* and a big focus in achieving that is harnessing data as an asset. This means that all IT and business initiatives will have a specific focus on data that will enrich the customer's interaction with the bank from the physical channels to the digital channel especially.

My role as a Senior Manager in Information Management is a strategic role of Business Manager/ head of Information Governance to support the executive looking after Enterprise Information Management and Information Governance. My achievements and successes are :

- Execute on Standard Bank retail banking's Exco mandate for our business unit that is broken down into 4 Capabilities
 1. Data Quality Management - (*setting up of the initiative to align the bank Partner Systems network to the Customer Master (SAP CRM), contracting arrangement with 3rd parties for sourcing of enrichment data, etc.*)
 2. Information Lifecycle Management (managing the data team responsible for data in the Savings and Investment digital feature teams)
 3. Information Maturity and Information Governance
 4. Information Governance - Setting up and running the Data Steward operations within the Bank's data domains for 2017.
- Ensure all governance and processes related to the business and its business partners (IT, Infrastructure services, Finance and Human Capital, Procurement, etc.), this includes the running of the Data Steward network in the business and the set-up of the provincial data management roles that would be devolved to the frontline reporting into the provincial heads.

Still in the above Information Management role, I have now moved on to planning and managing the execution of data management activities across the banks major signature programmes, especially the Digitalisation Programme which should be more data driven. Aligned with the banks strategy focus on data as an asset and its quality and management, my team is responsible for leading the banks biggest programmes on data quality and management.

Senior Manager: Digital Acceleration (November 2014 - June 2016)

My role:

- To lead the transformation of the banks current infrastructure journey towards integrated information, communication and technologies that would underpin and enable the 3-year digital banking strategy.
- To ensure that the people, processes, technology and tools acquired; to serve in acquiring and retaining digital customers, are bought or built and most importantly that they are integrated seamlessly.
- To ensure that business focus of the digital 3-year plan is kept aligned with planned architectures for processes and infrastructure.
- To lead the planning, design and build of the all-encompassing "one-Destination" (Search, CO.ZA, internet banking and mobile banking) concept that would drive the engagement of the bank to our digital customer at all times.
- To lead the business alignment of across segments and digital channels with the 3 year vision to ensure IT are always aligned.

Head: Enterprise Mobility - Standard Bank Group Mobile Solutions *(May 2012 - October 2014)*

SBG Mobile was established with the mandate of disrupting and setting Standard Bank on a digital journey into the world of mobile smart applications spanning across all the banks products, services and people. This division was set up from the then COO's office and had a focus on both Enterprise mobility and Customer mobility, respectively.

My role as the Enterprise Mobility head was to focus on setting up (strategic plan) and delivering the enterprise mobile applications. These would enable staff members to service our customers and also be more responsive and productive as a workforce in the digital revolution journey within the bank.

My role:

- Mobilizing the organization behind this new vision and strategy, especially HR and IT departments from an employee experience and workforce tools point of view.
- Being aligned with decision makers that would be responsible for the requisite enterprise technology
- Be responsive (build or buy) and deliver to divisions that need these productivity applications
- Ensure/ Influence that the BYOD strategy is delivered in terms of IT infrastructure

Programme Manager- New Business Online Programme *(April - May 2012)*

The overall objective of the Programme was to deliver an integrated online channel platform that provided corporate and business banking clients with full visibility and control of their transactional banking relationship with Standard Bank throughout the extended banking network, from anywhere in the world, using a single point of entry, and in a way that supports the client's preferred way of doing business with the bank. The role entailed driving, tracking and reporting on benefits realisation and progress against the strategic roadmap.

I was the Client Access representative who was the single focal point of contact with the Programme Manager for the day-to-day management of the interests of the organisation. I was responsible for ensuring that the desired Programme objectives were delivered. I was in this role for a very short time and got offered a role in a new division that was set up by the SB group. I moved along with the Head: Client Access to this new role.

VODACOM SA, MIDRAND - JUNE 2008 - MARCH 2012

PROGRAMME MANAGER - FINANCIAL SERVICES

As the programme manager, I am responsible for the delivery and launching of all Financial Services products within Vodacom. This included M-PESA and next was the Vodacom Insurance products for devices etc.

A major achievement was the launch of the money transfer service called **Vodacom M-PESA** launched with Nedbank. This launched on 31 August 2010.

I was responsible for the setup and running of all the programme streams as follows:

1. Regulatory stream - managing the relationship between Nedbank/Vodacom and the South African Reserve Bank
2. Legal and Compliance - Nedbank's role as the banking licence holder
3. Marketing - Go-to-market plan and roll-out
4. Financial management
5. Sales and Distribution
6. Customer Care
7. Technical Readiness - the core of the M-PESA is licenced from Vodafone

Critical success factors on this programme

- Timeous reporting
- Stakeholders management - Nedbank, Vodafone, trade partners
- Transformation management
- Business integrations
- Process engineering

After M-PESA launch

Still keeping with the Financial Services division, Vodacom ventured more aggressively into launching Insurance products within their Financial Services portfolio, both short term and long term. This was part of Vodacom's strategy to launch into Financial Services as a much needed alternative revenue stream. This included launching into Long term insurance products and getting the requisite licenses (interacting with the Financial Services Board) and that was a process I had to manage with Vodacom's Compliance team.

I was responsible for setting up Phase 1 i.e. Setting up the systems, processes and applications to be integrated into Vodacom's business network to support the insurance business.

[ICT-WORKS, RIVONIA - AUGUST 2005 - JUNE 2008](#)

Programme Manager *(Role details upon request)*

[KPMG, BRAAMFONTEIN - IT AND INFORMATION RISK MANAGEMENT](#)

IT and Information Risk Manager *(Role details upon request)*

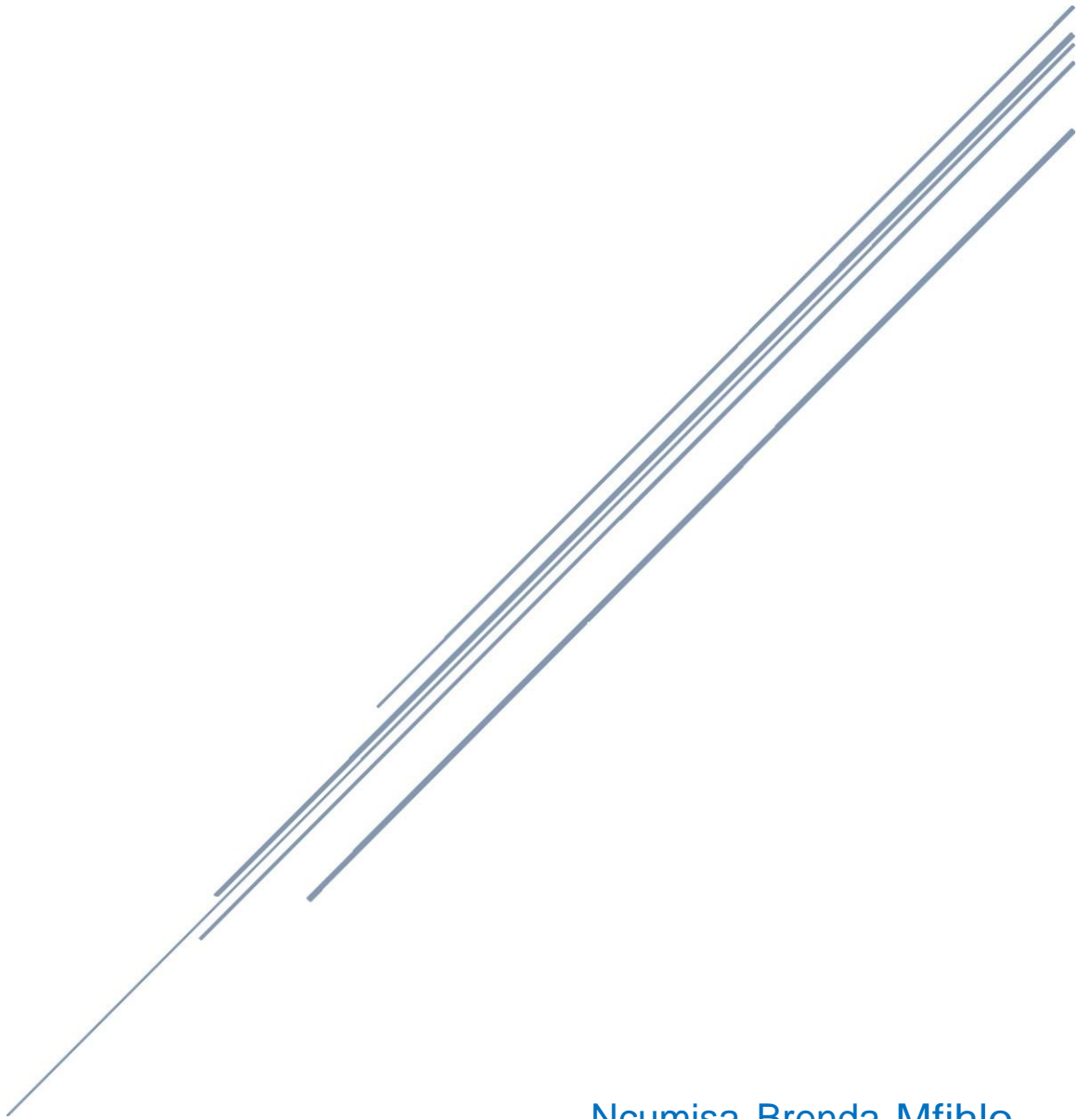
[NOKUSA CONSULTING, RIVONIA \(January 2002 - November 2004\)](#)

Business Analyst/ Consultant *(Role details upon request)*

References:

To be provided upon request.

CONFIDENTIAL



Ncumisa Brenda Mfihlo
February 2021

Curriculum Vitae

INTRODUCTION

Brenda has been in the Information Technology industry for over 23 years, holding several positions including senior management roles. During her career, she obtained vast experience in IT Strategy and Planning, IT Operations, IT Service Management, IT Project and Portfolio Management, IT Financial Management and IT Governance in IT Services, Telecommunications, Road Transport (freight) as well as Airline Industry.

Her last role was the Head of Department: IT Portfolio Management and Commercial Services at South African Airways from September 2014 till March 2019. She was responsible for a wide range of business functions within the IT department including Portfolio Management, Quality Assurance, Financial Management, and Customer Service Management. She was also acting as the Head of IT Operations, SAA. Brenda has held several IT management roles in various organizations including Chief Information Officer at Transnet Capital Projects.

She has several qualifications and obtained two fundamental qualifications in 2016; an MBA from Henley Business School and an International Executive Development Programme (certificate) from Gordon Institute of Business Science, University of Pretoria. She is currently pursuing her second Master’s Degree in Energy Leadership at Wits Business School.

PERSONAL INFORMATION

FULL NAME	Ncumisa Brenda Mfihlo
EQUITY / GENDER	African, Female

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FORMAL QUALIFICATIONS		
DEGREE/DIPLOMA/CERTIFICATE	INSTITUTION	YEAR COMPLETED
Master of Management in Energy Leadership (from 2019)	Wits Business School	In progress (Thesis)
Master of Business Administration (MBA) Thesis: Improving SAA's competitiveness through digital transformation.	Henley Business School	2016
International Executive Development Programme	Gordon Institute Business Science (GIBS)	2016
Advanced Project Management	UNISA School of Business Leadership	2010
Management Development Programme (MDP)	UNISA School of Business Leadership	2005
ND: Information Technology	Walter Sisulu University of Technology (Border Technikon)	1995
Matric (Grade 12)	Impey Siwisa High School Eastern Cape	1991

KEY QUALIFICATIONS - SUBJECTS	
DEGREE/DIPLOMA/CERTIFICATE	SUBJECTS PASSED
Master of Management in Energy Leadership (from 2019), Thesis pending (NQF 9)	<ul style="list-style-type: none"> • Energy Value Chains for Master of Management (MM); • Energy Geography, Geopolitics, and Macroeconomics for MM; • Strategic Management of Energy Innovations for MM; • Energy Finance, Business Strategy, and Investment; • Ethics and Corporate Governance for MM; • Energy Policy and Regulatory Dispensations; • Leadership Quest for MM; • Energy Entrepreneurship and Enterprise Development in Africa.
Master of Business Administration (MBA) – NQF 9	<ul style="list-style-type: none"> • Personal Development I, II, III; • Managing People & Performance (HR); • Managing Processes, Systems and Projects; • Financial Resource; Strategic Marketing; • Integrated Management Projects (Strategy &

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	<p>International Business, Corporate Finance & Corporate Governance);</p> <ul style="list-style-type: none"> • Leadership and Change; • Reputation and Responsibility; • The Management Challenge (Dissertation).
International Executive Development Programme – (IEDP - NQF 8)	<ul style="list-style-type: none"> • Strategic Thinking and Leading Strategy; • Global Economics and International Business; • Innovation, Technology and Knowledge Management; • Leading Change and Transforming the Transport Sector; • Leadership and Management for Transport Executives; • Strategic Financial Management, • Strategic Market and Customer Engagement; • Governance, Ethics, and Reporting; • Operational Excellence and Building Integrated Supply Chain; • Global Simulation for Integrated Transport Services; • Action learning project

PROFESSIONAL QUALIFICATIONS		
CERTIFICATE	INSTITUTION	YEAR COMPLETED
Introduction to Airline Industry	International Air Transport Association (IATA)	2017
ISO/IEC 20000 Foundation in IT Service Management	Loyalist Certification Services (Pink Elephant)	2012
Software Asset Management Essentials	Loyalist Certification Services (Pink Elephant)	2011
ITIL v3 Foundation	Loyalist Certification Services Exin	2011
ITIL v3 Service Strategy	Loyalist Certification Services (Pink Elephant)	2011
Prince2 Foundation	APM Group (Pink Elephant)	2008
ITIL v2 Manager's Certificate in IT Service Management	ISEB (Foster-Melliar)	2007
ITIL v2 Foundation	ISEB (Foster-Melliar)	2004
MCSE NT4.0	Microsoft	2000

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CAREER HISTORY – SUMMARY

COMPANY	PERIOD	POSITION
State Information Technology Agency	Current	HOD Service Delivery Management
Gordon Institute of Business Science	November 2019 – March 2020	Independent IT Consultant
South African Airways	September 2014 – March 2019	HOD: IT Portfolio and Commercial Services
South African Airways	September 2018 – January 2019	Acting HOD IT Operations
Transnet Capital Projects	August 2012 – August 2014	Chief Information Officer
Neotel	August 2010 – August 2012	Senior Manager IT Governance and Security
	February 2008 – August 2010	Portfolio Manager
MTN SA	May 2005 – January 2008	IS Service Manager
Gauteng Shared Service Centre	October 2004 – April 2005	Availability Services Manager
AST Group	June 2003 – April 2004	Service Manager
AST Group	April 2002 – May 2003	Enterprise Management Analyst
AST Group	November 2000 – March 2002	Network Analyst
Siemens Business Services	August 1996 – October 2000	Systems Engineer
Microsoft SA	February 1996 – August 1996	Intern Trainee Support Engineer

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CAREER HISTORY (KEY POSITIONS) - DETAILS

Name of Organization	State Information Technology Agency (SITA): <u>Current</u>
Position	HOD Service Delivery Management
Key Responsibilities	
<p>4.1 Define the Service Delivery Management (SDM) strategy and roadmap. Define and ensure the effective implementation of an appropriate Service Delivery Management strategy and roadmap in line with the SITA organizational strategy and business plan.</p> <ul style="list-style-type: none"> • Champion service and end user experience vision setting, communicating strategy and goals across Service Delivery Management, including Service Assurance, Service Transition and Service Operations. • Establish appropriate governance mechanisms, including standards, policies, frameworks, procedures, guidelines, and tools and ensure adherence/compliance. • Ensure regular and effective review of performance against agreements and set targets (SLA's and OLA's), taking appropriate corrective action where required to improve service delivery. • Develop and implement strategies aimed at end-to-end service performance monitoring and first line support, covering integrated Operations Centre (IOC) underpinned by Network (NOC), Data Centre (DOC) and Security Operations Centres (SOC), and providing IT Asset Management (ITAM) and Software Asset Management (SAM). • Lead the design, development, and automation of SDM capabilities. • Set the direction for decision making within specialized areas and ensure consistency of such decisions with the different functions and their objectives within Service Management • Ensure continuous process improvement by formalizing SIP's (Service Management Projects, and control process design review and evaluation as market conditions change. • Lead the seamless delivery of technology services to SITA clients irrespective of where the service is sourced <p>4.2 Drive the development and execution of the SITA Internal ICT Strategy and Operating Plan</p> <ul style="list-style-type: none"> • Analyse and interpret SITA Corporate Service strategy and ICT roadmap and determine/define the strategic direction of the entire SITA ICT function • Develop the SITA ICT strategy and roadmap to determine the future trends, strategic direction, and ICT implications. • Monitor and ensure implementation of SITA ICT Strategy and framework. • Ensure the delivery of services in line with the SITA internal ICT strategic objectives. <p>4.3 Provide direction and leadership in the general management and operations of the department.</p> <ul style="list-style-type: none"> • Provide direction, leadership and oversee service delivery to clients in line with contracted Business, Memoranda of Understanding and Service Level Agreements • Ensure implementation of the ICT Management practices, processes and standards framework by which to improve the quality of work products in accordance with corporate capability maturity targets. • Ensure ICT Management Practice Framework include at least: Project Management, Risk Management, Quality Management, Requirement Management, Solution Architecture, Acquisition, Software Development, System Integration, Quality and Testing, Software Maintenance, Solution Implementation, Solution Support. • Monitor and evaluate the performance of Solution delivery functions and services and ICT Service delivery. • Monitor and ensure the implementation of and adherence to ICT Practices, processes, and standards framework. • Manage Facilities and ICT Assets 	

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4.4. Customer service: Manage organisational resources to resolve customer issues and to identify root causes while balancing the financial realities and strategic goals of the company.

- Provide thought leadership to clients through preliminary research, problem statement definition, business case development regarding solution provisioning.
- Ensure that customer issues are addressed in a highly responsive manner, proactively identify the root-cause and (if possible) provide recommendations for resolution to prevent a similar issue from recurring.
- Facilitate resolutions with the relevant stakeholder to facilitate cross-functional dialogue.
- Ensure that SITA fulfil on its commitments to customers by carefully "managing" the customer's expectations, which may require that customer expectations be reset based upon the realities of the situation.
- Relentlessly drive resolutions which may require resources and/or agreement across several departments.

4.5 Guide and Lead ICT Security, Risk and Compliance to ensure SITA comply with ICT legislative requirement and standards for efficient ICT compliance service delivery.

- Ensure analysis and interpretation of organizations compliance requirement
- Ensuring monitoring and reviewing regular legislative changes
- Provide corporate compliance and develop strategy to reduce compliance exposure
- Ensure to stay abreast of industry trends recommends and implement changes to internal changes process as needed.

4.6. Financial and business management

- Formulate and manage the departmental budget.
- Manage and mitigate contract and unit risks.
- Manage and report on the budget in line with changing demands and projected out-turns.
- Ensure proper documentation to support the annual financial statements.
- Ensure increased revenue against set targets for organizational sustainability.
- Manage and ensure maintenance the Departmental asset register
- Address the risk management items and monitor the implementation of the departmental risk management plan
- Oversee planned project performance vs project budgets.
- Monitor financial deviations and take corrective action
- Ensure oversight and reporting of operational expenditures

4.7. Human Capital Management

- Develop effective teams and ensure that the team are continually developing their technical expertise.
- Attract, develop, and retain talent and build a track record of developing leaders.
- Drive client centricity, excellence, and engagement with internal and external stakeholders.
- Ensure that the team are continually developing their technical expertise.
- Develop highly effective teams that can apply best practice principles (technically and functionally).
- Attract, develop, and retain talent and build a leadership pipeline.
- Coach and mentor to ensure leadership, problem solving and strategic capability.
- Ensure that team's roles and responsibilities are clarified, performance objectives are set and managed and conduct performance reviews in accordance with policies and procedures and take corrective actions where necessary
- Determine the Workplace plan (structure, capacity, skills, and accommodation) to deliver on the Departmental Plan.
- Manage Employee Relations.
- Oversee Employee career planning and development plans.

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Name of Organization	Gordon Institute of Business Science (Nov 2019 – 31 March 2020)
Position	Independent Consultant – IT
Key Responsibilities	
<ul style="list-style-type: none"> • Assisting the CIO in repositioning IT, with a focus on Strategy, Project Management, Change Management, Contract Management, and Vendor Management. • Providing mentoring and coaching to the team on various aspects of IT, business management, and personal growth. • Introducing additional concepts and functions, such as Demand Management and Customer Engagement with supporting structures, tools and processes, and recommendations of skills required for sustainability. • Enhancing the foundational processes and designing supporting documentation, procedures, guides, templates, etc 	
Name of Organization	South African Airways (01 September 2014 – 15 March 2019)
Position	HOD: IT Portfolio and Commercial Services
Key Responsibilities	
<ul style="list-style-type: none"> • Strategy <ul style="list-style-type: none"> ○ Manage the creation and or evolution of the IT Portfolio Management and Commercial Services Strategy including appropriate integration to other IT structures. ○ Establish IT Portfolio Management and Commercial Services roadmap and action plans. ○ Participate in the creation of IT Strategy and enhancements to the current IT model jointly with other IT Executive team ○ Support the formulation of system, multi-disciplinary level concepts about the future state of the business 	
<ul style="list-style-type: none"> • Portfolio Management <ul style="list-style-type: none"> ○ Drives planning, directing, and execution of initiatives focused on the implementation of new technology, new solution, and enhancements to existing solutions. ○ Implement a portfolio of IT projects across a variety of SAA stakeholders. ○ To ensure that the projects are aligned to the overall SAA strategic objectives and opportunities to grow and maximize the benefits of the organization pursued. ○ Ensure that projects/ initiatives are prioritized according to customer demands and project resources allocated accordingly. ○ Ensuring that IT managed projects are managed according to approved project management method/methodology ○ Responsible for ensuring that the project budget is managed according to approved processes and guidelines. ○ Implement project governance on all projects and manage risk exposure as a result of implementing or not implementing IT Solutions. ○ Manage and maintain the overall IT and Business Demand Plans (for services and new technological advancements) 	
<ul style="list-style-type: none"> • Commercial Services <ul style="list-style-type: none"> ○ Financial Management for IT Portfolio Management & Commercial Services Section ○ Responsible for ensuring that IT Department Financial management, i.e. budgets, forecasts, actuals, spending, etc. are executed in line with the departmental scorecards and as expected by the SAA finance department. ○ Ensuring that all IT contracts are stored in the approved contract management application and are 	

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<ul style="list-style-type: none"> actively monitored and are assessed before renewal. ○ Ensure that new and existing customers have approved and valid contracts with service level agreements. ○ Ensure that account management delivers as per business expectation ○ Ensure invoices are paid for and actively tracked against approved budgets. ○ Constantly analyze IT costs to find opportunities for cost savings.
<ul style="list-style-type: none"> • Customer Services / Key Accounts Management <ul style="list-style-type: none"> ○ Facilitate and maintain effective stakeholder and business relationships through appropriate relationship building, networking, and reporting activities. ○ Determine customer requirements and engage business in effective planning to determine and prioritize services to be rendered.
<ul style="list-style-type: none"> • People Management <ul style="list-style-type: none"> ○ Build capacity with regards to structure, capability, competence to enable achievement of company objectives. ○ Develop and track talent management scorecard for the department. ○ Provide mentorship and coaching to staff members, to enhance the individual’s knowledge, skills, values, and attitudes in a selected career path. ○ Manage team performance. ○ Manage training and development process within the department.

Name of Organization	South African Airways (01 September 2018 – January 2019)
Position	Acting HOD IT Operations
Key Responsibilities	
<ul style="list-style-type: none"> • Ensuring IT Services are available to business as per service delivery agreements between IT and the rest of the organization. • Drive IT service delivery through liaison with other Business Units and the suppliers that support IT Division • Identify opportunities for cost savings in the IT value chain with a special focus on IT Operations • Demonstrate visible ownership of business-wide initiatives impacting on IT Services • Engage in service improvement opportunities and oversee organizational processes, targeted for optimization through IT. • Ensure that appropriate structures, infrastructure, resources, and processes are in place to enable IT to deliver superior service to the business community. • Responsible for overseeing and controlling all aspects of IT security; carrying out security measures to protect the organizational information assets from deliberate attack, unauthorized access, corruption, and theft. • Manage multiple business priorities concurrently while delivering on the business as usual requirements of the company. • Management of relationships between IT and the various business partners to deliver superior service (internally and externally) to ensure effective service delivery. • Manage and oversee all aspects of IT Service Continuity Management (Disaster Recovery) • Implement and enforce IT governance requirements to ensure compliance for IT Operations and continuously audit portfolio to ensure compliance against the requirements. 	

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- Manage and review relevant IT relevant contracts that support the delivery of IT Services
- Manage the IT-business relationship by representing technology in business discussions and ensuring necessary technology capabilities needed by the business are developed
- Develop and lead a high performing IT Operations team
- Build capacity and capability to enable for IT Operations team.
- Manage and oversee the IT Operations team; and providing necessary support to the team.

Name of Organization	Transnet Capital Projects (August 2012 – August 2014)
Position	Chief Information Officer
Key Responsibilities	
<ul style="list-style-type: none"> • Ensure that ICT is an enabler of business (TCP). • Deliver and operate a relevant, cost-effective, and innovative ICT and business process solution that supports TCP strategy. • Ensure alignment with Transnet Group ICT in terms of standardization and rationalization of the ICT environment whilst allowing agility and flexibility for ICT solutions delivery to various TCP departments, delivery, and support streams. • Ensuring IT Governance, risk, and compliant activities relevant in the Transnet Corporate, TCP, and ICT domains are appropriately managed. • Responsible for ICT strategy formulation and the implementation • Drives planning, directing, and execution of initiatives focused on the implementation of new technology, new solution, and enhancements to existing solutions. • Manage ICT supplier and customer relationships. • Ensuring effective ICT Operations and Support to business. • Deliver and Manage Annual ICT Plan and budget that is aligned to business goals; ensuring consistent expenditure against plans throughout the financial year. • Ensure that projects are delivered per business requirements, costs, and agreed timelines. 	
Name of Organization	Neotel (August 2010 – August 2012)
Position	Senior Manager, IT Governance and Security (Transformation)

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Key Responsibilities	
<ul style="list-style-type: none"> • Accountable for IT Governance and business process management, including governance structures, framework, and IT process improvements to optimize resource utilization and service delivery. • Accountable for information security management and compliance including risk management and communication and publication of Information security policies and standards to stakeholders. • Responsible and accountable for Neotel IT's Contract Management. • Assist in developing and reviewing SLAs and Contracts and ensuring that value-add is obtained from all IT suppliers. • Review of supplier performance to ensure that suppliers meet their contractual obligations. • Accountable for consistency in all supplier management processes and an up to date supplier database. • Accountable for annual reviews of all contracts and renewals and cancellation of contracts as required by Neotel IT. • Accountable for aligning the IT business continuity management plans to Neotel's BCM plans and managing IT risk management. • Accountable for IT Audits as per internal and external audit plans. • Manage IT budget and maintain and manage IT spending. • Managing the procurement process of IT as per the IT Value Chain. • Manage and track supplier payments as agreed with the supplier. 	
Name of Organization	Neotel (February 2008 – August 2010)
Position	IT Portfolio Manager
Key Responsibilities	
<ul style="list-style-type: none"> • Accountable for successful management of end to end portfolio management of IT programmes and projects for Finance Organization, Networks Organizations, Human Resources, Legal & Regulatory, including demand management and project prioritization. • Providing roadmaps to the business organization; grouping and scheduling IT projects/ enhancements. • Responsible for implementation and maintenance of program dashboard • Overall management of project consultants ensuring the successful delivery of the project. • Monitoring and controlling the IT Project Portfolio budgetary issues. • Providing technical guidance where required. • Assisting the BU in defining their business requirements and preparing the necessary documentation required for initiating a project. • Single point of contact between business in terms of current/new business requirements/initiatives and IT functions. 	

Name of Organization	MTN SA (01 May 2005 – January 2008)
Position	IS Service Manager
Key Responsibilities	
<ul style="list-style-type: none"> • Planning, negotiating, managing the Service Level Agreements • Managing Change Management, change management and Service Level Management function within IS • Providing monthly accurate monthly service report, with detailed analysis of the IS Delivery management team. • Present monthly service stats (change and configuration) at all relevant service meetings. • Manage Configuration Management function in IS (including implementation of the configuration database for IS). • Act as a point of contact for MTN Business units for all services provided by MTN IS. • Act as an escalation point for critical business issues and IS. • Communicating with IS Management on IS issues negatively affecting the business. • Providing monthly reports to Customer Service BU 	

Ncumisa Brenda Mfihlo

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REFERENCES ARE AVAILABLE ON REQUEST

Brenda Tsvetu

I am a Chartered Accountant with 14 years commercial banking experience, in addition I hold associate membership with the Association of Corporate Treasurers in the United Kingdom, and a Masters in Philosophy (Development Finance) with the University of Stellenbosch.

I am currently employed by FirstRand Bank Limited, a financial services provider listed on the Johannesburg Stock Exchange. I am in my second CFO (Chief Financial Officer) role within the Group and I currently look after a R4bn profit segment and a R90bn balance sheet. I have previously taken up an expatriate assignment within the Group where I spent 3.5 years as CFO of the Group's wholly owned subsidiary, FNB Lesotho.

My experience in the bank spans across corporate governance and board participation, strategy formulation and execution, financial management, treasury management, financial resource management and asset and liability management. I have also gained exposure across Africa through working with different subsidiaries, namely Namibia, Botswana, Swaziland, Mozambique, Tanzania, Ghana, Zambia, and Nigeria.

Professional qualifications and memberships

Qualification and Institution	Period
MPhil Development Finance - University of Stellenbosch South Africa (cum laude)	2020
Diploma in Treasury - Association of Corporate Treasurers (ACT) United Kingdom: Associate membership	2013
Certificate in Financial Mathematics and Modelling	2013
Certificate in Risk Management	2012
Certificate in International Treasury Management	2010
Chartered Accountant and Member of the South Africa Institute of Chartered Accountants (SAICA) CA, (SA)	2009
Bachelor in Accounting Science (Honours) – University of South Africa	2004
Bachelor in Accounting Science - University of South Africa	2002

Achievements

- I was part of an executive team that succeeded in reversing the loss-making position of the bank by implementing a turnaround strategy targeted at credit, revenue diversification and channel optimisation.
 - I took part in the Bank Seta Africa Expansion Programme, run by Duke Corporate Education and Bank Seta, which involved the practical immersion into the culture and operating environments of four different countries in Africa, namely South Africa, Egypt, Morocco and Angola with the aim of creating a high-level talent pool of individuals who can head the establishment of a new bank in Africa and enable the transfer of knowledge and skills.
 - I designed and implemented the published Margins and Average Balance Sheet analysis disclosure for FirstRand Ltd. This disclosure is still being used in the Group's Analysis of Financial Results.
 - I took part in the FirstRand Accelerated Leadership Development Programme (ADP) in 2014 and won the award for the best Project of the ADP Programme in 2014.
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Work experience at FirstRand Bank Ltd

Chief Financial Officer – FNB Premier Segment

Reporting to the Chief Executive Officer of FNB Premier

1 October 2020 to date

I look after the largest segment in FNB Retail in terms of profitability. My role can be broken down into the following:

- Strategic partner to CEO through driving data driven decision making, resource allocation and risk management.
- Partnering with the CEO on strategy formulation and execution across the Premier Segment in collaboration with the various product houses.
- I own the business intelligence (BI) function in the segment, the BI function is tasked to understand client demographics and behaviour and to use competitor and market analysis to inform strategy, pricing, value propositions, market share and untapped opportunities.
- Instilling a performance management culture that values efficiency within the Premier Segment service suite.
- Balancing cost containment while maintaining high quality execution, this involves considering Return on Investment on every investment outlay.
- Ensuring KPIs are aligned to key focus areas and are suitable to drive performance in strategic areas. Ensuring that KPIs when cascaded down into the different levels of the business unit remain aligned to overall strategy and key focus areas.

FNB Lesotho Chief Financial Officer

Reporting to the Chief Executive Officer of FNB Lesotho

21 March 2017 to 30 September 2020

I joined FNB Lesotho at a period where the Bank was going through a critical time with respect to performance and people. I joined as part of a new executive team that was tasked with turning around the bank's performance through entrenching the FirstRand Group philosophy and culture, creating efficiencies and reducing the cost base and formulating financial policies and frameworks.

My role was broken down into the following functions:

Financial Resource Management Ensuring the delivery on commitments to stakeholders on an ongoing basis by ensuring the optimal allocation and pricing of financial resources to the business activities of the bank; assessment of the bank's risk and balance sheet capacity, Internal Capital Adequacy Assessments and Stress Testing, and formulation of resource related policies and frameworks.

Strategy Formulation and Measurement As part of the Bank's executive committee I played a role in the formulation and implementation of strategy by providing market and economic insights, analysing trends, translating the strategy into budgets, targets and Key Performance Indicators (KPIs), and measuring performance against agreed these KPIs. I used forecasting as a tool to inform both short and long-term decision making.

Financial, Management I led the preparation of annual financial statements, in accordance with International Financial Reporting Standards, monthly management reporting as

and Regulatory reporting well as regulatory reporting both to the Lesotho and South African regulators.

Cost structures I was tasked with identifying suboptimal infrastructure and inefficiencies in cost structures with the aim of optimising the bank's operating costs to align to strategy. I managed to reduce operating costs by 15% year on year within the first 2 years of my tenor.

Regulatory relationships: Central Bank Revenue Authority I was involved with engagements with the Central Bank of Lesotho with regards to pricing regulations, Basel 2.5 implementation, compliance audits and reporting. These engagements involved in depth discussions through meetings, workshops and correspondence with the Central Bank regarding these subjects. I was also custodian of the relationship with the Lesotho Revenue authority. I was involved in attending workshops and meetings with the Revenue Authority overseeing the tax function and managing the tax risks of the Bank.

Board and Board Committees I attended Board, and Board Subcommittees namely the Audit Committee and the Risk Committee where I presented the Bank's performance, the main risks faced by the Bank and risk mitigation strategies, budgets and I obtained sign off on the Bank's Annual Financial Statements.

Local Management Committees I chaired the Pricing Committee and the Procurement Committee, I was a member of the Executive management committee, the Asset, Liability and Capital Committee, the Credit Committee and the Risk Committee.

Group Committees I was a member of various Group Committees, namely the FNB International Financial Committee (FINCO), and the International (Asset, Liability and Capital Committee).

Executive Assistant to FNB International CEO

Reporting to the CEO of FNB International

1 April 2015 to 20 March 2017

The CEO of FNB International oversaw the Rest of Africa strategy of the Bank and the various CEOs of the separate subsidiaries reported into him. My role was to assist the CEO in the following functions:

- Coordination and formulation of all strategy documents, board reports, presentation materials and briefing documents to be presented by the CEO at relevant fora;
- Delivery of analytical and qualitative information requirements as it related to the CEO's responsibilities;
- Effective networking and building of strategic partnerships within the Group;
- Attending ExcOs, ad hoc strategic workshops/forums and other meetings (as required);
- Analysis of various business reports and providing appropriate feedback; handling documentation that required the attention of the CEO and preparation of reports on various matters;
- Anticipating the needs of the CEO in terms of information and analysis of the environments in which the Bank operates.

**Head of Performance Measurement; FirstRand Group Treasury (GTSY)
Reporting to the Group Treasurer**

July 2012 to 30 March 2015

In this role, I was responsible for designing and implementing the Group Treasury Performance Measurement Framework in South Africa and across all the Subsidiaries.

The Performance Management Framework formed the basis of measurement and reporting of the Group's Financial Risks against set risk appetite and limits and which fell under the Group Treasury functions, namely Capital Management, Interest Rate Risk Management, Liquidity Risk Management, Intra-Day Liquidity Management, and Foreign Exchange Control.

My main deliverables were to:

- Evaluate Group Treasury's performance against the Bank's strategic objectives and pre-determined risk appetite;
- Demonstrate Group Treasury's value-add to the Group in a way that is measurable;
- Benchmark Group Treasury's performance against its peers and against best practice.

**Margins Measurement Manager; FirstRand Group Treasury
Reporting into the Head of Performance Management**

September 2010 to June 2012

My key deliverable was to analyse and report the Bank's Net Interest Margins both for internal reporting and external reporting in the published financial statements. This also involved preparing presentations used for meetings with analysts in the industry. This role entailed:

- An understanding of competitor performance and behaviour.
- Understanding economic and market dynamics and how this affects financial performance.
- Collaboration with the various segments within the Group in margin reporting to come up with a consolidated report for the Group.
- Implementing a margins reporting model for the Subsidiaries and subsequently providing training on the model.
- Developing a methodology for measuring margins for the Investment Banking Division.

**Financial Accountant for the Funding Portfolios; FirstRand Group Treasury
Reporting into the Chief Financial Officer of Group Treasury**

February 2009 to August 2010

I was involved in the accounting and reporting of the funding portfolios in Group Treasury. This involved constant interaction with the rest of the Bank;

- Month-end and year-end financial reporting according to International Financial Reporting Standards (IFRS);
- Working with external auditors on interim and year end audits;
- Intercompany reconciliations;
- Suspense account management and reconciliations.

Articles with specialisation in Financial Management (TOPP Programme); FirstRand Corporate Centre

January 2007 to January 2009

I completed my articles in FirstRand and completed rotations in the following areas:

- FirstRand Corporate Centre Consolidation Accounting;
- Internal Audit;
- Direct Tax;
- Enterprise Risk Management and
- RMB Private Equity.

Work experience before FirstRand Bank Ltd

I started working soon after school and did my studies part time.

The companies I worked for prior to joining FirstRand were:

- Cummins Africa (in South Africa) – Technical Accounting Manager; August 2004 – December 2006
 - NMB Bank Zimbabwe – Financial Accountant; 2002-2003
 - Ernst & Young Chartered Accounts in Zimbabwe – Trainee accountant; 1999 -2002
 - Central Africa Building Society (CABS) Zimbabwe – Bank teller; 1997-1999
-

THEMBEKA ALICIA MTHETHWA

CHIEF FINANCIAL OFFICER

Executive Leadership

- Executive-level Business Manager with 20+ years of experience in various industries such as, Mining, Construction, Financial Services and currently in Public Administration.
 - Build strategic business relationships and partnerships.
 - Effective balanced targets with resources and optimise long-term success.
 - Strong drive with excellent interpersonal, communication and team-building skills.
 - Focused on smoothly overseeing financial, personnel and operational facets.
 - As a leader, known for motivating, clearly defining mission and goals, aligning people and resources and consistently delivering results that exceed expectations.
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ADVISORY POSITIONS

Board Member Thebe Solar, 2017 – 2019; Thebe Health Group, 2017 – 2020

Member Thebe Finance Committee, 2017 – 2020
Thebe Solar & Thebe Health Group Finance Committees, 2017 - 2020
Foskor Group Procurement Committee, 2016 – 2017
Foskor IT Steering Committee, 2016 – 2017
Trustee – Foskor Pension/Provident Fund, - 2016 - 2017
SANAC Audit and Risk Committee, 2015–2017

PROFESSIONAL EXPERIENCE

SALGA (South African Local Government Association) – An association of municipalities that lobbies for municipalities

Revenues of R700 million.

Chief Financial Officer, Pretoria, South Africa

2020 – current

Responsible for the Finance function and Supply Chain Management.

- Ensure clean audit.
 - Delivered business strategy and developed systems and procedures to improve operational quality and team efficiency.
 - Enhance operational efficiency and productivity by managing budgets, forecasts, and reporting.
 - Set enforced and optimised internal policies to maintain efficiency and responsiveness to demands.
 - Reduced budgetary expenditure by effectively negotiating supplier contracts for more advantageous terms
 - Establish and administer annual budgets with effective controls to prevent over-spend.
 - Devised, deployed and monitored processes to boost long-term business success.
 - Assist and capacitate municipalities to ensure they are adequately skilled and capacitated within the finance and supply chain space.
 - Collaborate with other various Government structures to ensure service delivery and compliance.
-

THEBE INVESTMENT HOLDINGS – Thebe is an Investment Holding Company, consisting of Petrochemicals, Oil & Energy, Services, Food, Facilities Management, Telecommunication & Media divisions
Revenues of R6 billion.

General Manager Finance, Johannesburg, South Africa

2017– 2020

Responsible for streamlining business process, IT Infrastructure and reporting processes within the group.

- Delivered business strategy and developed systems and procedures to improve operational quality and team efficiency.
- Improved productivity by reducing number of reporting days to 10th of each month, and 3 months after year-end.
- Enhance operational efficiency and productivity by managing budgets, forecasts, and reporting.
- Set enforced and optimised internal policies to maintain efficiency and responsiveness to demands.
- Reduced budgetary expenditure by effectively negotiating supplier contracts for more advantageous terms
- Established and administered annual budgets with effective controls to prevent over-spend.
- Devised, deployed and monitored processes to boost long-term business success and reduce costs by R20 million.
- Applied performance data to evaluate and improve operations, target to current business conditions and forecast needs.
- Worked in collaboration with Group Finance Director, Legal and Business Development Team in successfully securing funding with a major bank.
- Supported regulatory compliance by overseeing all audits.

FOSKOR – Mining and processing plant company.
Revenue R6 billion.

General Manager Finance & ICT, Johannesburg, South Africa

2016–2017

Responsible for streamlining business process, IT Infrastructure and reporting processes within the group.

- Led a team of 60 people.
 - Chaired weekly meetings with executive leadership to identify opportunities for improvements in debt collections and supplier payments.
 - Delivered business strategy and developed systems and procedures to improve operational quality and team efficiency.
 - Enhance operational efficiency and productivity by managing budgets, forecasts, and reporting.
 - Set enforced and optimised internal policies to maintain efficiency and responsiveness to demands.
 - Reduced budgetary expenditure by effectively negotiating supplier contracts for more advantageous terms
 - Established and administered annual budgets with effective controls to prevent over-spend.
 - Applied performance data to evaluate and improve operations, target to current business conditions and forecast needs.
 - Worked in collaboration with Chief Finance Officer, in negotiating terms with current funders to improve operating cash flow.
 - Travelled to the UK and France with the Chief Finance Officer and negotiated and reduced mining insurance contracts by R1,5 million.
 - Supported regulatory compliance by overseeing all audits
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Basil Read Limited – A JSE listed company operating in the constructing space
Revenue R6 billion

Group Finance Manager, Johannesburg, South Africa

2015

Appointed to lead a team of 30 during a centralisation phase. Completed a performance review and instilled a disciplined and high-performance culture.

- Conducted training and change management processes to improve operations.
- Negotiated agreements between employees to clarify misunderstood directions and resolve conflicts affecting performance
- Chaired weekly meetings with executive leadership to identify opportunities for improvements in debt collections and supplier payments.
- Enhance operational efficiency and productivity by managing budgets, forecasts, and reporting.
- Set enforced and optimised internal policies to maintain efficiency and responsiveness to demands.
- Applied performance data to evaluate and improve operations, target to current business conditions and forecast needs.
- Worked in collaboration with Chief Finance Officer, in negotiating terms with current funders to improve operating cash flow.
- Supported regulatory compliance by overseeing all audits

Gold One International Limited – An Australian mining and exploration company, listed in both ASX (Australia), and JSE (Johannesburg)
Revenue R5 billion

Group Reporting Manager, Johannesburg, South Africa

2005–2013

Charged with implementing business process and policies to ensure regulatory compliance and effective reporting

- Developed and standardised reporting processes and ensure timeous reporting
- Ensured compliance with the South African Reserve Bank Exchange Control Regulations.
- Enhance operational efficiency and productivity by managing budgets, forecasts, and reporting.
- Set enforced and optimised internal policies to maintain efficiency and responsiveness to demands.
- Applied performance data to evaluate and improve operations, target to current business conditions and forecast needs.
- Worked in collaboration with Chief Finance Officer, in negotiating terms with current funders to improve operating cash flow.
- Supported regulatory compliance by overseeing all audits

Business Development, Johannesburg, South Africa

2014–2015

Assisted the Business Development and Explorations Team with Cross-border Regulatory Compliance and Reporting

- Ensured compliance with the South African Reserve Bank Exchange Control Regulations.
- Developed and standardised reporting processes and ensure timeous reporting
- Enhance operational efficiency and productivity by managing budgets, forecasts, and reporting.
- Set enforced and optimised internal policies to maintain efficiency and responsiveness to demands.
- Applied performance data to evaluate and improve operations, target to current business conditions and forecast needs.

Prior Positions: Early experience as Finance Manager/Company Secretary with Peu Investment Corporation, Old Mutual, and Standard Bank. Served articles with Deloitte.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Leadership Program (MAP) – Wits Graduate Business School, South Africa, 2016

Honours Degree (B. Compt Hons/CTA) – University of South Africa, 2000

Junior Degree (B Com) – University of Durban-Westville, South Africa, 1992

Professional Bodies: Institute of Directors of South Africa (IOD)
South African Institute of Chartered Accountants (SAICA)

PHILANTHROPIC ACTIVITIES

Trustee South African National Aids Council (SANAC), Audit & Risk Committee, 2015–2017

Personal Funding Sponsor Currently Supports the Caring for Girls Initiative – Monthly donations & Collecting sanitary towels for distribution to schools in Mpumalanga
Supported the POWA initiative – Lump sum donation and Clothing
Currently supporting Feeding scheme church initiative by donating funds and food



VINCENT MOHAU MOTHOLO

CA(SA) • RA

EXECUTIVE PROFILE

A qualified and extensively experienced Chartered Accountant and Registered Auditor; Vincent Mohau Mtholo leverages professional exposure, career progression and knowledge building gained across a 15-year profession, marked by substantial development and success.

Beginning his career as an Articles Candidate | Trainee Accountant with Big4 Audit Firm KPMG, in 2008 Vincent assumed the role of Applied Auditing Senior Lecturer with UNISA, additionally serving on the Executive Committee for the College of Accounting Sciences. In late-2015 he made a key move into the Corporate Sector, taking on the role of Senior Audit Manager with multi-national Firm SNG Grant Thornton; progressing to the level of Director | Partner as of late-2017.

In his time with SNG Grant Thornton, Vincent has commendably maintained full accountability for; Defining & Executing the Firms Strategy | Leading Diverse Public & Private Sector Audit Engagements [Ensuring Effective Financial Management of Engagements to Improve on Company Cash Flow] | Managing Multi-Functional Stakeholders & Key Client Relationships | and Valuably Mentoring Team Members / New Entrants into the Field.

In addition to operational leadership, Vincent has served on numerous board committees including; South African Institute of Chartered Accountants: Audit & Risk Committee and Initial Professional Development Committee [Current] | Banking Sector Training Authority: Independent Finance & Remuneration Committee | South African State Theatre: Audit & Risk Committee | and Independent Police & Investigative Directorate: Risk Committee [Chairperson] and Audit Committee.

Able to communicate a compelling strategic vision and inspire others to achieve objectives, Vincent is skilled in fostering beneficial partnerships across organisational, functional, cultural, and global boundaries - negotiating persuasively to shape stakeholder opinions in a manner that gains full support for key business initiatives.

Championing an innovation-friendly culture, with a parallel focus on developing talent and promoting professional growth, Vincent actively participates in the education of aspiring Chartered Accountants within the current role – additionally offering guest lecturing and moderation support to the South African Institute of Chartered Accountants Accredited Universities / Programmes.

PROFESSIONAL AMBITIONS

Competitive Advantage

- To become a renowned expert in the fields of Governance, Leadership and Finance;
- To create value for the organisation and its stakeholders [shareholders, employees, community];
- To positively impact the lives of others by supporting development of opportunities for professional growth and learning;
- To ensure that business is always conducted in an ethical manner, consistently improving on the organisations control environment.

AFFILIATIONS

- **Member** - Black Management Forum [2020 to Date]
- **Member** - Independent Regulatory Board for Auditors | Audit Development Programme Panel Member - IRBA [2019 to Date]
- **Member** – The South African institute of Chartered Accountants - SAICA [2008 to Date]
- **Member** - Association for the Advancement of Black Accountants in Southern Africa [2008 to Date]
- **National Representative** for Auditing - Southern African Accounting Association [2011 to 2012]

AREAS OF EXPERTISE

- | | | |
|---|---|---|
| - <i>Strategy & Policy Development & Implementation</i> | - <i>Internal Financial Controls</i> | - <i>Committee Participation / Representation</i> |
| - <i>Financial & Budgetary Planning & Management</i> | - <i>Financial Analysis / Review of Statements</i> | - <i>Relationship Development / Management</i> |
| - <i>Senior Audit Leadership / Management</i> | - <i>International Financial Reporting Standards</i> | - <i>Stakeholder Engagement</i> |
| - <i>Statutory Audits & Agreed-Upon Procedures</i> | - <i>Generally Accepted Accounting Principles</i> | - <i>Service Level Agreements</i> |
| - <i>Opportunity Development</i> | - <i>International Auditing Standards</i> | - <i>Team Recruitment, Leadership & Development</i> |
| - <i>Risk Management</i> | - <i>International Standards on Review Engagements & Related Services</i> | - <i>Board / Executive Level Engagement</i> |
| - <i>Process Enhancement</i> | - <i>Public Finance Management Act & Companies Act</i> | - <i>Regulatory Compliance & Governance</i> |

ACCOLADES

Awards:

- 2014: UNISA College of Accounting Sciences Award of Excellence for Teaching & Learning
- 2014: UNISA College of Economic & Management Sciences Dean's Award for Quality Assurance
- 2013: UNISA College of Economic & Management Sciences Dean's Award for Outstanding Contribution to Teaching & Learning Objectives
- 2011: UNISA College of Economic & Management Sciences Dean's Award for Outstanding Contribution to Transformation Objectives

Books Co-Authored:

- Auditing Fundamentals in South African Context [2nd Edition]*** - Oxford University Press - Published 2019
- Auditing Fundamentals in South African Context Applied Questions on Auditing [7th Edition]*** - LexisNexis - Published 2015
- Auditing Fundamentals in South African Context [1st Edition]*** | ***Auditing Fundamentals in South African Context: Graded Questions*** - Oxford University Press - Published 2014

QUALIFICATIONS

Business & Management Development Digital Programme (*Passed with Merit*); University of Pretoria - GIBS, 2020,

Professional Practice Examination (Board II); Independent Regulatory Board for Auditors, 2007

Qualifying Examination (Board I); South African Institute of Chartered Accountants, 2005

B Com Honours Accounting | Certificate in Theory of Accountancy; University of KwaZulu-Natal, 2004

B Com Accounting Sciences; University of Pretoria, 2003

Senior Certificate / Matric; Thuto Pele High School, 2000

PROFESSIONAL EXPERIENCE

(CURRENT)

SizweNtsalubaGobodo: Grant Thornton

October 2015 to Date

IA South African Member Firm of Grant Thornton International

Senior Audit Manager

October 2015 to September 2017

Director | Partner

October 2017 to Date

- Plays a key role in the development, dissemination, and implementation of strategies to achieve company objectives.
- Supports the establishment of company goals and policies targeted towards the increasing of revenue; working alongside Department Heads to establish tactics to meet growth objectives.
- Participates in the analysis / monitoring of company financial and budgetary activities; reviewing financial statements and audit summaries in order to provide valuable recommendations regarding opportunities and threats.
- Strives to identify process enhancement and cost-cutting measures; developing systems to boost efficiency and cut back on expenditure.
- Provide commercial direction and oversight on the engagement portfolio he leads to ensure that financial goals of the Firm are achieved.
- Targets achievement of business development objectives [Client Acquisition & Retention], via professional engagement, networking, and relationship development with Client Representatives at Executive Level - promoting / selling / negotiating the Services Offerings of the Firm.

Led Audit Activities Across A Diverse Client Portfolio, Taking Full Accountability For:

- Executing the strategy of the Firm towards attracting and retaining quality staff members and ensuring that all engagements were adequately resourced [appropriate skills and competencies].
- Securing the quality of audits, reviews, and other non-assurance services; confirming that all work was completed in-line with Firm Methodology and International Standards [International Auditing Standards, International Standards on Review Engagements, International Standards on Related Services].
- Evaluating interim and / or year-end financial statements; ensuring compliance with financial reporting frameworks [International Financial Reporting Standards], and applicable laws [Companies Act, Public Finance Management Act, Higher Education Act].

- Engage with senior executive and board members on matters relating to the audit engagement such as the audit plan memorandum (which will include applicable financial reporting framework, identified risks, possible mitigations to risk identified and timelines) and audit findings with recommended solutions to areas of concerns.
- Reviewing the performance of staff members, and coaching / mentoring staff towards optimal results achievement.
- Leading the Firm's Learning & Development Centre; ensuring that all staff members were consistently equipped with the appropriate skills to execute their responsibilities.
- Verifying effective financial management of engagements; including timely billing and debt collection in support of improved cash flows.

The South African Institute of Chartered Accountants

July 2018 to Date

Audit & Risk Committee Member | Initial Professional Development Committee Member

Audit & Risk Committee:

- Provides key input into the management of diverse risks [financial & other] impacting the integrity of external reporting issued by the company.
- Evaluates the design and implementation of Internal Financial Controls, as well as the effectiveness of the CFO and Finance Functions.
- Evaluates and nominates Independent Auditors for appointment by Shareholders [through a voting process] | Determines Auditor Terms of Engagement and fees to be paid.
- Ensures that the appointment of an Auditor takes place in strict compliance with the provisions of the South African Companies Act, and any other related legislation.
- Determines the nature and extent of any Non-Audit Services to be provided and / or excluded by the Auditor | Reviews and pre-approves any proposed agreements with the Auditor regarding the provision of Non-Audit Services.
- Reviews the Annual Audit Report for inclusion into Annual Financial Statements for the applicable FY.
- Receives and professionally responds to any concerns or complaints [internal & external] relating to; Company Accounting & Internal Audit Practices | Company Internal Financial Controls | Content or Auditing of Company Financial Statements | Any Additional Related Matters.
- Makes submissions to the Board of Directors concerning any matters regarding Accounting Policies, Financial Controls, Accounting Records and Reporting | Performs any additional oversight functions as required by the Board.

EARLIER COMMITTEE PARTICIPATION

Banking Sector Training Authority

May 2016 to February 2018

Independent Finance & Remuneration Committee Member

The South African State Theatre

May 2015 to February 2018

Audit & Risk Committee Member

Independent Police & Investigative Directorate

March 2012 to October 2013

Chairperson: Risk Committee

Audit Committee Member

EARLIER EMPLOYMENT SYNOPSIS

UNISA [College of Accounting Sciences]

March 2008 to September 2015

Senior Lecturer – Applied Auditing [Post Graduate & CTA Level] | Executive Committee Member - College of Accounting Sciences

KPMG Inc.

March 2005 to February 2008

Articles | Trainee Accountant

PERSONAL DETAILS

Date of Birth, Nationality	20 December 1983, South African [With Passport]
Languages	English Sotho Tswana Zulu
Driver's License	Code 10
Qualifications and References	Available Upon Request

KEY STRENGTHS & SOFT SKILLS

- **Confident communicator** & negotiator
- **Interpersonal** awareness
- **Motivational** people leader
- **Dedicated, driven &** results oriented
- **Professional integrity** & personal ethics
- **Reliable** & responsible
- **Robust** work ethic
- Developed **strategic vision**
- **Balanced analytical** & innovative thinker
- **Detail focused** & systematic manager
- **Prioritises meticulous** attention to accuracy
- **Assertive** decision maker
- **Proactive** problem solver
- **Resilient** & calculated risk taker

VOLUNTARY WORK

- **Trustee - GetSetTrust;** The Trust is established to address challenges faced by youth in achieving career success. This is done by identifying young talent and potential in order to cultivate and harness their talents and potential into excellence and brilliance; [March 2020 to Date]
- **Member – SAICA's Initial Professional Development Committee;** The committee is responsible to determine and present an overall strategy for the handling of Professional Development / Pre-Qualification Processes | Secures full compliance with all aspects relating to Pre-Qualification Processes for both CA(SA) and AGA(SA) | Updates and maintains the Competency Framework and IPD Committee Terms of Reference [approving outcomes for academic, professional and training programmes] | Oversees protection / preservation of the CA(SA) and AGA(SA) Qualification, through championing of requisite education, training and assessment; [July 2018 to Date]
- **Member – SAICA's Local Subvention Committee;** The Mandate of the Committee is to review and ensure that the SAICA Educational Fund is fairly allocated to deserving academics in accordance with the SAICA Educational Fund Committee Regulations; [2016 to Date]
- **Member | Deputy Chairperson - SAICA Pretoria District Region;** The district assists SAICA in the discharge of its duty to foster a culture of continuous learning for the members and associates of SAICA, and also to enable them to enhance and maintain their professional competence and relevance; [2015 to Date].