

# MMAPHEFO OCTAVIA KUMALO

I hold an MPhil in IT Governance, a BCom in Informatics, a BCom Hons in Informatics, and certifications in Corporate Governance and Marketing Management. I am a Certified TOGAF 9 Practitioner and currently a PhD candidate in Information Technology, focusing on data privacy compliance in digital marketplaces.

In my role as Senior Manager: Strategy in the Office of the COO at Absa CIB Transactional Banking Technology, I am involved in planning and executing strategic operational activities to help the business unit achieve its objectives. Additionally, I have completed a leadership programme through IMD as part of the bank's top talent initiative in 2024.

I have expertise in Information Technology, Digital Transformation, Technology Risk Management, Corporate and IT Governance, Enterprise Architecture, Business Development, Strategic Planning & Execution, and Project Management. I am experienced in the following sectors: Financial Services/Banking, ICT, Telecoms, and Public Sector.

I am passionate about addressing social issues through technological solutions. I am a motivated, adaptable, and flexible individual with a strong desire for personal development and learning. Eager to participate in projects, take on leadership roles, and strive for performance and results.

## EXPERIENCE

19/06/2023 – CURRENT

### SENIOR MANAGER – STRATEGY, CIB TRANSACTIONAL BANKING, ABSA GROUP

- Drive strategic direction for operational functions and activities to enhance business performance.
- Establish and oversee the operational governance framework, including reporting, metrics tracking, and compliance.
- Lead business enablement planning, optimising service delivery processes, methods, and techniques.
- Facilitate data-driven decision-making by ensuring the availability of well-researched insights.
- Provide expert advisory support for the management and execution of key business initiatives.
- Ensure timely delivery of projects and strategic initiatives, maintaining alignment with organisational goals.
- Support financial management, including budgeting, cost optimisation, and resource allocation to maximise efficiency.
- Drive culture transformation initiatives to enhance employee engagement, inclusivity, and organizational alignment.
- Build and manage stakeholder relationships to drive collaboration and business success.
- Initiate, plan, and execute high-impact strategic projects to support business objectives

- Coordinate and support the Group Technology hackathon to foster innovation and ensure smooth execution.
- Drive the CIB Technology data retention and destruction programme in alignment with data privacy regulations. Delivering strategic oversight and execution to uphold compliant data lifecycle management across systems and processes.

**01/08/2020 – 18/06/2023**

**SENIOR MANAGER – NON-FINANCIAL RISK MANAGEMENT, STANDARD BANK GROUP**

- Provided trusted advisory and technology risk partnership to Engineering Heads (CIO's) in 17 African Countries, with a key focus on managing risks within the Future Ready Transformation agenda.
- Delivered timely, data-led, dependable, action-oriented risk reporting, at portfolio and group level governance structures.
- Researched, curated, monitored and incorporated emerging best practices for risk management.
- Kept abreast of emerging technologies to support Engineering Heads in technology and capability decisions and risk management.
- Facilitated interventions and campaigns to address pervasive, group wide risks and to improve organisational risk culture and mature risk practices in line with the Future Ready Transformation.
- Presented timely guidance on group risk appetite and group impact to inform decision-making.
- Challenged risk profile based on a clear, data-led view of residual risk exposure.
- Provided oversight on risk control identification, adequacy, and effectiveness.
- Formulated insights stemming from independent assurance.

**01/09/2017 – 31/07/2020**

**LEAD BUSINESS ARCHITECT, ROAD ACCIDENT FUND**

- Established and led the Business Architecture practice and provided the roadmap for practice maturity.
- Aligned the strategic goals and objectives with decisions regarding products and services; partners and suppliers; organisation; capabilities; and key business and IT initiatives.
- Led and supported various organisational digital transformation initiatives and programmes and worked in collaboration with strategic partners to deliver on the capabilities.
- Developed a business architecture strategy based on situational awareness of various business scenarios and motivations.
- Applied a structured business architecture approach and methodology for capturing the key views of the enterprise.
- Captured tactical and strategic enterprise goals that provide traceability through the organisation and mapped to metrics that provide ongoing governance.
- Developed the cloud strategic framework to enable the organisation's digital transformation journey.
- Developed a value management framework for the organisation, to measure the strategic, project and organisational objectives in relation to the resources consumed.
- Developed the annual business value realisation report for the organisation.
- Monitored ICT Annual Performance Plan and reported on progress made.

- Provided guidance to direct reports, typically comprising first-line managers and supervisors.
- Ensured clarity around priorities and goals for the entire functional area.
- Managed overall financial budgeting.
- Worked across functions with peers in other groups to ensure collaboration for shared goals.

**01/04/2015 – 31/08/2017**

**LEAD BUSINESS ARCHITECT, NEDBANK GROUP**

- Provided architectural oversight of projects; ensured that requirements are in alignment with business strategies and business architecture roadmap/framework.
- Identified and documented capability and initiative needs and strategic prioritization into business architecture deliverables (roadmaps etc.)
- Applied and utilized business modelling methods to ensure purposeful deliverables in a way that can be recreated and used as a corporate knowledge resource available to project level initiatives and executive decision making.
- Ensured solutions developed across organization are aligned to enterprise architecture standards and principles, leverage common solutions and services.
- Conducted analysis to determine best path for solving business problems/opportunities.

**01/05/2010 – 31/03/2015**

**MANAGING DIRECTOR, SERENDIPITY HOLDINGS**

- Provided consulting services to various clients in the Domain Name System and Telecoms industries.
- Provided marketing, business analysis, enterprise architecture, strategic planning and IT services.
- Developed and implemented company strategy and sales pipeline.
- Set business goals and targets to be achieved.
- Managed operations.
- Performed fundraising functions.
- Managed Customer Relations.

**01/01/2007 – 30/04/2010**

**CONSULTANT, REAL IRM SOLUTIONS**

- Provided enterprise architecture and business analysis consulting services to various clients in the financial/banking, mining, and public sector industries.
- Developed meta-models based on industry standard notations such as BPMN, EPC, ERDs and UML, and applying the principles of the Zachman Framework.
- Defined the architecture process aligned to the Architecture Development Method (ADM) of TOGAF applying a repository-based approach.
- Mentored and guided architects in the development of architectural artefacts using a repository-based approach.
- Identified architecture stakeholders and delivered views that are relevant to their concerns.
- Performed business analysis, developed and re-engineered business processes.
- Performed system analysis and developed system design artefacts.

## EDUCATION

### CURRENT

#### **PHD INFORMATION TECHNOLOGY (CANDIDATE), NMU**

Writing a dissertation on Data privacy (POPIA) compliance in platform ecosystems in South Africa.

### NOVEMBER 2024

#### **AMPLIFY TOP TALENT LEADERSHIP PROGRAMME, IMD SWITZERLAND**

- Inspirational Leadership
- Fintech (Fintech, Cryptocurrencies & Blockchain, Cybersecurity)
- Strategy for Future Readiness

### DECEMBER 2020

#### **MPHIL (IT GOVERNANCE), NMU**

- MPhil IT Governance
- Research Treatise Topic – “A framework for digital signature implementations for e-government services.”
- **Subjects:** Information Systems Assurance, Information Technology Management, Information Security Management, Information Technology Service Management, Information Technology Law, Information Technology Risk Management.

### OCTOBER 2020

#### **CORPORATE GOVERNANCE & SECRETARYSHIP, CGISA**

**Subjects:** Corporate Governance, Corporate Administration, Corporate Financial Management, Corporate Secretaryship.

### 2001 - 2009

#### **BCOM INFORMATICS (UNDERGRAD & HONS), UP**

## SKILLS

- Ability to see the ‘whole’, end to end comprehensive view of all components in a system
- Ability to dissect complex challenges
- Structured yet flexible and dynamic to not be rigid
- Great people skills and can engage and connect with different people from all levels of society and positions.
- Ability to bring fun, energy, and passion into the work environment to support high performance and delivery.
- Good listener and communicator
- Empathetic
- Purposeful
- Delivery oriented
- Analytical thinker
- Transformation and technology Activist

# ACTIVITIES

## Language Skills

Afrikaans - Limited

English – Native

Setswana – Native

Zulu – Limited

Xitsonga – Limited

French – Beginner

German - Intermediate

## Presentations & Publications

- Speaker – SAICSIT 2024 Proceedings - POPIA Compliance in Digital Marketplaces: An IGOE Framework for Pattern Language Development
- Award - dotAfrica Avant Garde Award – Award given to dotAfrica pioneers.
- Event 2014 - Internet Society Internet Governance Forum – Johannesburg - Issues relating to Internet Governance: Net Neutrality, Access to Infrastructure, Content Development, Human Rights on the Internet
- Panel 2014 - Commonwealth DNS Forum – London - Content Development in developing commonwealth countries
- Panel 2013 - ICANN 47 – Durban - The Rise of the Africa Internet Entrepreneur
- Article 2013 - African Pioneers targeted for Africa”
- Article 2013 – Enterprise development finds a home in the inner city thanks to BitCo donation”
- Article 2013 – .africa win would be a win for Africa
- Article 2013 - Q & A with HumanIPO: SA IT Entrepreneurs lack opportunities
- Presentation 2009 - The Open Group’s EA Practitioners’ Conference – September 2009 - GWEA – A Practical look at the Framework
- Presentation 2009 - IT Web BPM Summit Johannesburg – August 2009 - Case Study: Enabling BPM through Enterprise Architecture
- Presentation 2009 - GWEA Presentation GovTech Techni- Click