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**APPLICATION AND MOTIVATION**

1. I presently work as **Executive Director**. I worked as **Chief Risk Officer (Director: Risk Management and Special Projects)** and **Acting Chief Audit Executive**, Chief Operations Officer (COO), General Manager: Research and Development (R&D), Senior Manager (Financial Management Systems), Director: Information Technology Services (CIO), Director: Information Technology (CIO) and Electronic Engineer.

**2. Risk Management:-**

2.1. Chief Risk Officer

2.2. Risk Management Committee Chairperson

2.3. Postgraduate Diploma in Risk Management

2.4. Member of the Institute of Risk Management of South Africa

2.5. Certified Risk Management Practitioner (CRM Prac) Professional

2.6. Risk Management courses completed:

2.6.1. Risk management;

2.6.2. Enterprise Risk Management;

2.6.3. Risk Financing and Insurance;

2.6.4. Business Process Evaluation and Risk Management;

**3. Auditing:-**

3.1. Certified Information Systems Auditor (CISA);

3.2. Higher Diploma in Computer Auditing;

3.3. Postgraduate Diploma in Internal Audit;

3.4. Chief Audit Executive (Acting);

3.5. Audit and Performance Audit Committee Member;

3.6. Audit Courses completed:

3.6.1. Audit Assurance

3.6.2. Audit Planning and Tests of Controls

3.6.3. Substantive Procedures and Finalising an Audit

3.6.4. Corporate Governance in Accountancy

3.6.5. Auditing Theory and Practice

**4. Finance and Accounting:-**

4.1. Professional ACCA Qualification (ACCA Part I, ACCA Part II, and partly ACCA Part III);

- 4.2. BSc (Hons) in Applied Accounting;
- 4.3. Master of Philosophy in Development Finance;
- 4.4. Bachelor of Commerce in Financial Management;
- 4.5. Advanced Diploma in Accounting Sciences (BCom Accounting equivalent);
- 4.6. Programme in Investment Analysis and Portfolio Management;

**5. Human Resource and Performance Management:-**

- 5.1. Nyukela Public Service SMS Pre-entry Programme
- 5.2. Master of Business Administration (MBA);
- 5.3. Bachelor of Commerce Honours in Human Resource Management;
- 5.4. Postgraduate Diploma in Business Management;
- 5.5. Bachelor of Commerce in Human Resource Management;

**6. Corporate Governance:-**

- 6.1. Certified Director (CD);
- 6.2. Leadership in Municipal Governance;
- 6.3. Being a Director Part V – Boardroom theory into practice;
- 6.4. Being a Director Part IV – Increasing governing body effectiveness and adding value;
- 6.5. Being a Director Part III –The Governing Body’s Role in: Risk, Compliance, Technology and Information, and Assurance;
- 6.6. Being a Director Part II – The governing body’s role in: Ethics, Strategy and Performance, and Integrated Reporting;
- 6.7. Being a Director Part I – An Introduction to Corporate Governance;

**7. Project Management:-**

- 7.1. Certificate in Project Management (Engineering and the Built Environment);
- 7.2. Certificate in Project Management (Project Management Body of Knowledge);
- 7.3. Masters Course in Project Management for Public Managers;
- 7.4. Masters Course in Project Management for Development Finance;

**8. Audit and Risk Committee Experience (Present)**

- 8.1. IT Governance Committee Chairperson
- 8.2. Risk Management Committee Chairperson;
- 8.3. Audit and Performance Committee Member;

# CURRICULUM VITAE OF BALOYI N.T.

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## CONTACT INFORMATION

<b>Full Names</b>	Norman Tinyiko Baloyi
<b>Postal Address</b>	██
<b>Physical Addresses</b>	██ ██
<b>Cell</b>	██
<b>Fax</b>	████████████████
<b>Email</b>	██
<b>Drivers' Licence</b>	Code 08, Own transport
<b>Nationality</b>	South African
<b>Population</b>	African
<b>Gender</b>	Male

## PROFESSIONAL MEMBERSHIPS

SA Institute of Professional Accountant (SAIPA)	Membership ID: ██████
South African Board for People Practices	██
Association for Skills Development in South Africa	██
Institute of Directors Southern Africa	██
Information System Audit & Control Association	██
Association of Chartered Certified Accountants	██
Institute of Risk Management South Africa	██
Compliance Institute of Southern Africa	██

## EDUCATIONAL QUALIFICATIONS

YEAR	QUALIFICATION	INSTITUTION
2016	<b><u>Master of Philosophy in Development Finance</u></b> Corporate Finance and Financial Statement Analysis International Finance for Development Issues in Development Finance Local and Regional Economic Development Finance, Economic Growth and Development Micro-enterprise Finance	Nelson Mandela Metropolitan University

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	<p>Public Sector Finance</p> <p>Project Finance</p> <p>Quantitative Methods and Stats for Development Finance</p> <p>Monitoring and Evaluation</p> <p>Project Management for Development Finance</p> <p>Dissertation: <i>The influence of microfinance institutions on SMMEs in South Africa</i></p>	
2005	<p><b><u>Master of Business Administration (MBA)</u></b></p> <p>Advanced Strategic Management</p> <p>International Trade and Economics</p> <p>International Human Resource Management</p> <p>IS, International Business &amp; E-Commerce</p> <p>Global Marketing Management</p> <p>Advanced Business Research Methods</p> <p>Research Dissertation: <i>Strategic secure enablement of the business of e-business in the financial sector</i></p>	University of Kwazulu-Natal
2024	<p><b><u>Master of Public Administration (MPA)</u></b></p> <p>Public Financial Administration and Management.</p> <p>Public Policy Management &amp; Service Delivery</p> <p>Project Management for Public Managers</p> <p>Organisational Analysis &amp; Intergovernmental Relations</p> <p>Human Resource for Public Management</p> <p>Research Methodology in Public Administration and Management.</p> <p>Mini-Dissertation in Public Administration (pending)</p>	University of Free State
2001	<p><b><u>Master of Science in Electronics</u></b></p> <p>Information Security</p> <p>Secure E-commerce</p> <p>Computer Networks</p> <p>Advanced Computer Networks</p> <p>Dissertation: <i>Intrusion detection architecture for defensive information warfare</i></p>	University of Pretoria
2000	<p><b><u>Master of Science in Electrical Engineering</u></b></p> <p>Computer Networks</p>	University of Cape Town

	<p>Telecommunications Engineering</p> <p>Advanced Mathematics for Electrical Engineers</p> <p>Coding and Coded Modulation for Digital Communications Systems</p> <p>Principles of Teletraffic Engineering</p> <p>Politics and Economics of Telecommunications Industry</p> <p>Dissertation: <i>Comparison of features for large population speaker identification</i></p>	
2018	<p><b><u>Leadership in Municipal Governance</u></b></p> <p>Leadership and Public Value</p> <p>Policy, Strategy and Planning</p> <p>Governance and Oversight</p> <p>Local Economics and Finance</p> <p>Integrated Learning Project</p>	Wits School of Governance, University of the Witwatersrand
2024	<p><b><u>Postgraduate Diploma in Risk Management</u></b></p> <p>Governance, Risk and Compliance Management</p> <p>Operational Risk Management</p> <p>Credit Risk Management</p> <p>Market Risk Management</p> <p>Risk Financing</p>	University of South Africa
2024	<p><b><u>BSc (Hons) in Applied Accounting</u></b></p> <p>Performance Management</p> <p>Financial Reporting</p> <p>Audit and Assurance</p> <p>Financial Management</p> <p>Ethics and Professional Skills</p> <p>Research and Analysis Project</p>	Oxford Brookes University (OBU)
2022	<p><b><u>Postgraduate Diploma in Internal Auditing</u></b></p>	University of South Africa

	<p>Advanced Internal Audit Responsibilities in Risk, Control and Governance</p> <p>Advanced Internal Audit Practice</p> <p>Advanced Internal Audit Applications</p> <p>Information Strategy</p> <p>Operational Risk Management</p>	
2024	<p><b><u>BCom Honours in Industrial &amp; Organisational Psychology</u></b></p> <p>Managerial and Organisational Psychology</p> <p>Personnel and Career Psychology</p> <p>Industrial Psychological Assessment</p> <p>Research Methodology</p> <p>Research Project (pending)</p>	University of South Africa
1997	<p><b><u>BSc Honours in Computational and Applied Mathematics</u></b></p> <p>Numerical Linear Algebra</p> <p>Mathematical Programming</p> <p>Optimal Control Theory</p> <p>Global Optimization</p> <p>Lie Groups-Applications</p> <p>Graph Theory</p> <p>Partial Differential Equation</p> <p>Project: <i>Global optimisation in neural networks and communications networks</i></p>	University of the Witwatersrand
2/2017	<p><b><u>BCom Honours in Human Resource Management</u></b></p> <p>Strategic Human Resource Management</p> <p>Organisational Behaviour</p> <p>Diversity Management</p> <p>Labour Relations</p> <p>Industrial Counselling and Group Dynamics</p> <p>Research Methodology</p> <p>Research Project</p>	Management College of Southern Africa (MANCOSA)

2003	<p><b><u>Higher Diploma in Computer Auditing</u></b></p> <p>Computer Auditing</p> <p>Computer Assisted Audit Techniques</p> <p>Systems Analysis, Design, Control and Audit</p> <p>Information Analysis and Management</p> <p>Computer Security Reviews</p> <p>Systems Software</p> <p>Internal Audit Perspective and Practical Application</p> <p>Research Project: <i>Effective strategies for dealing with misuse intrusions by employees.</i></p>	University of the Witwatersrand
2002	<p><b><u>Postgraduate Diploma in Business Management</u></b></p> <p>Financial Accounting</p> <p>Management Accounting</p> <p>Financial Management</p> <p>Marketing Management</p> <p>General Management</p> <p>Economic Principles and Policies</p> <p>People Management</p>	University of Natal
6/2014	<p><b><u>Bachelor of Commerce in Financial Management</u></b></p> <p>Strategic Planning</p> <p>Strategic Implementation</p> <p>General Financial Reporting</p> <p>Financial Accounting for Companies</p> <p>Cost Accounting and Control</p> <p>Selected Generally Accepted Accounting Standards and the Valuation of Financial Instruments</p> <p>Taxation of Business Activities</p> <p>Taxation of Individuals</p> <p>South African Financial System</p> <p>Enterprise Risk Management</p> <p>Risk Financing and Insurance</p> <p>Investments: Fixed Income Analysis</p>	University of South Africa

	<p>Financial Planning and Control</p> <p>Management Accounting Techniques as an Aid in Decision-Making</p> <p>Financial Management</p> <p>Working Capital Management</p> <p>Personal Financial Management</p> <p>Marketing Research</p>	
2015	<p><b><u>Bachelor of Commerce in Human Resources Management</u></b></p> <p>Individual Labour Law</p> <p>Collective Labour Law</p> <p>Labour Relations Management: Macro</p> <p>Labour Relations Management: Micro</p> <p>Labour Economics</p> <p>Human Resource Provisioning</p> <p>Human Resource Maintenance and Retention</p> <p>Training and Development Practices</p> <p>Managing Training and Development</p> <p>Compensation Management</p> <p>Contemporary Issues in Human resources Management</p> <p>Performance Management</p> <p>HR Information Systems and Technology</p> <p>Psychological Processes in Work Context</p> <p>Personality in Work Context</p> <p>Organisational Research Methodology</p> <p>Organisational Psychology</p> <p>Career Psychology</p> <p>Organizational Development and Change</p> <p>Industrial Psychological Testing and Assessment</p>	University of South Africa
6/2018	<p><b><u>Advanced Diploma in Accounting Sciences</u></b></p> <p>Audit Planning and Tests of Controls</p> <p>Substantive Procedures and Finalising an Audit</p> <p>Corporate Governance in Accountancy</p> <p>Auditing Theory and Practice</p> <p>General Financial Reporting</p> <p>Application of Management Accounting Techniques</p> <p>Application of Financial Management Techniques</p> <p>Taxation of Business Activities</p> <p>Taxation of Individuals</p> <p>Distinctive Financial Reporting</p>	University of South Africa

	Group Financial Reporting Strategic Planning	
1999	<b><u>Bachelor of Science in Computer Science and Information Systems</u></b> Computer Science Information Systems	University of South Africa
1996	<b><u>Bachelor of Science in Mathematics and Applied Mathematics</u></b> Mathematics Computational and Applied Mathematics	University of the Witwatersrand
1997	<b><u>Datametrics Diploma in Computer Science</u></b> Computer Science	University of South Africa
2003	<b><u>Diploma in Network Security</u></b> Encryption technologies Security design principles Security incident response Firewalls; Intrusion Detection Systems (IDS) and IPSec	United States Telecommunication Training Institute
2006	<b><u>Programme in Investment Analysis and Portfolio Management</u></b> Investment Analysis Portfolio Management Investment background Ethics	University of South Africa
2000	<b><u>Certificate: Project Management (Engineering &amp; the Built Environment)</u></b> Project Management Life-cycle; Procurement and Expediting; Integration Management Managing project time, costs & quality Controlling and Reporting Project Commissioning; Contract Law	University of Cape Town
2004	<b><u>Project Management Professional Certification (PMBOK)</u></b>	PM.IDEAS

	<p>Risk Management</p> <p>Procurement Management</p> <p>Quality Management</p> <p>Communications Management</p> <p>Time Management</p> <p>Integration Management</p> <p>Human Resource Management</p> <p>Cost Management</p> <p>Scope Management</p>	
1992	<p><b><u>National Senior Certificate (Matric with Exemption)</u></b></p> <p>English</p> <p>Afrikaans</p> <p>Tsonga</p> <p>Biology</p> <p>Mathematics</p> <p>Physical Science</p> <p>Agricultural Science</p>	<p>Marhorhwani Malali High School</p>

### INTERNATIONAL PROFESSIONAL QUALIFICATIONS

YEAR	REGISTRATION	ORGANISATION
2021	<b><u>Certified Risk Management Practitioner (CRM Prac.)</u></b>	Institute of Risk Management South Africa
2020	<b><u>Certified Director (CD)</u></b>	Institute of Directors
2024	<p><b><u>Professional ACCA Qualification (ACCA Part III - Prof Status)</u></b></p> <p>Strategic Business Leadership</p> <p>Strategic Business Reporting</p> <p>Advanced Audit and Assurance</p> <p>Advanced Financial Management</p> <p>Advanced Performance Management</p>	ACCA (Association of Chartered Certified Accountants)

2004	<p><b><u>Certified Information System Security Professional (CISSP)</u></b></p> <p>Law, Investigation &amp; Ethics</p> <p>Business Continuity Planning/Disaster Recovery Planning</p> <p>Telecommunications and Network Security</p> <p>Security Architecture and Models</p> <p>Applications and Systems Development Security</p> <p>Cryptography</p> <p>Operations Security</p> <p>Access Control Systems and Methodology</p> <p>Security Management Practices</p> <p>Physical Security</p>	ISC2
2005	<p><b><u>Certified Information Systems Auditor (CISA)</u></b></p> <p>IS Audit Process</p> <p>Disaster Recovery and Business Continuity</p> <p>Technical Infrastructure and Operational Practices</p> <p>Business Application System Development</p> <p>Business Process Evaluation and Risk Management</p>	Information System Audit & Control Association (ISACA)
2006	<p><b><u>Certified Information Security Manager (CISM)</u></b></p> <p>Risk Management</p> <p>Information Security Governance</p> <p>Information Security Management</p> <p>Response Management</p> <p>Information Security Program Management</p>	Information System Audit & Control Association (ISACA)
2013	<p><b><u>Information Technology Infrastructure Library (ITIL)</u></b></p> <p>Service Management as a practice</p> <p>Service Lifecycle</p> <p>Service Strategy</p> <p>Service Design</p>	ITpreneurs Nederland B.V / Foster-Millier

	<p>Service Transition</p> <p>Service Operation</p> <p>Continual Service Improvement</p> <p>Technology and Architecture</p>	
2013	<p><b><u>Control Objectives for Information and related Technology (COBIT)</u></b></p> <p>COBIT Introduction</p> <p>The COBIT Cube</p> <p>The COBIT Components</p> <p>Assurance Guidelines</p> <p>The COBIT Resources</p> <p>Inter-Relationships with other Frameworks</p>	<p>Information System Audit &amp; Control Association (ISACA)</p>

### SKILLS - SETS

Corporate Governance	King IV; King III Report; King II Report; Public Finance Management Act (PFMA); Municipal Finance Management Act (MFMA); Basel Capital Accord; Enterprise Risk Management; COSO; Public Sector Risk Management Framework
IT Governance	Corporate Governance of ICT Framework; Control Objectives for Information and related Technology (CobiT); IT Asset Management; ISO 17799; Information Technology Infrastructure Library (ITIL)
Management	Strategy Management; General Management; Operations Management; Risk Management; Financial Management; Financial Accounting; Management Accounting; People Management; Marketing Management; IT Management; Security Management; Asset Management
Computer Proficiencies	SAP; Oracle; Eviews; Statistical Package for the Social Sciences (SPSS) Statistics 22; Microsoft Office (Word, Excel, Access, PowerPoint, Email); Pastel; Audit Command Language (ACL); C / C++; Java; Delphi; Pascal; SQL; Visual Basic; HTML; Mathematica; Maple; Matlab; Lotus 1-2-3; Microsoft Project; Microsoft Visio; Computer Aided Software Engineering – ASCENT
Sector Education and Training Authorities (SETAs)	Constituent Assessor and Moderator at: ETDP SETA; CETA; ESETA; FASSET; MICT SETA; SERVICES; PSETA; SASSETA; WRSETA; LGSETA; HWSETA; AGRISETA

**BOARD/COMMITTEES – RELATED TRAINING**

2020	Being a Director Part V – Boardroom theory into practice	Institute of Directors
2020	Being a Director Part IV – Increasing governing body effectiveness and adding value	Institute of Directors
2020	Being a Director Part III –The Governing Body’s Role in: Risk, Compliance, Technology and Information, and Assurance	Institute of Directors
2020	Being a Director Part II – The governing body’s role in: Ethics, Strategy and Performance, and Integrated Reporting	Institute of Directors
2020	Being a Director Part I – An Introduction to Corporate Governance	Institute of Directors
2018	Corporate Governance	Institute of Directors
2013	Corporate Governance (King III)	Spectacular Training & Conferences (Prof Mervin King)
2013	Being a Director Part I	Institute of Directors
2013	Being a Director Part II	Institute of Director
2011	Audit Committees	PriceWaterCooper (PWC)
2011	Workplace Ethics	Deloitte
2009	Introduction to Corporate Governance	Institute of Directors
2009	Finance for Directors	Institute of Directors
2009	Building Effective Audit Committees	Institute of Directors
2009	Public Finance Management Act	Institute of Directors

**PRESENT BOARD MEMBERSHIPS**

2023-	Centlec — <u>Subcommittee</u> : Finance Committee — <u>Subcommittee</u> : ICT and Engineering Committee — <u>Subcommittee</u> : HR and Remuneration Committee	Board Member
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**PAST BOARD MEMBERSHIPS**

2019- 2022	Trans-Caledon Tunnel Authority (TCTA) — <u>Subcommittee</u> : Finance & Procurement Committee ( <u>Chairperson</u> ) — <u>Subcommittee</u> : Audit and Risk Committee — <u>Subcommittee</u> : Nominations and Governance Committee	Board Member
2017-	South African Health Products Regulatory Authority (SAHPRA)	Board Member

2023	<ul style="list-style-type: none"> <li>— Subcommittee: IT Committee (Chairperson)</li> <li>— Subcommittee: Finance Committee</li> <li>— Subcommittee: Risk Audit and Governance Committee</li> </ul>	
2018-2020	<p>South African Special Risk Insurance (SASRIA)</p> <ul style="list-style-type: none"> <li>— <u>Subcommittee</u>: Risk Committee</li> <li>— <u>Subcommittee</u>: Remuneration and Nominations Committee</li> <li>— <u>Subcommittee</u>: Investment Committee</li> </ul>	Board Chairperson
2016-2018	<p>Union Life</p> <ul style="list-style-type: none"> <li>— <u>Subcommittee</u>: Risk Committee</li> <li>— <u>Subcommittee</u>: Audit Committee</li> <li>— <u>Subcommittee</u>: Group Social and Ethics</li> </ul>	Non-Executive Director
2013-2016	<p>Rail Safety Regulator</p> <ul style="list-style-type: none"> <li>— <u>Subcommittee</u>: Audit and Risk</li> <li>— <u>Subcommittee</u>: Procurement</li> <li>— <u>Subcommittee</u>: ICT</li> </ul>	Board Member
2014-2015	<p>ESKOM</p> <ul style="list-style-type: none"> <li>— <u>Subcommittee</u>: Investment and Finance</li> <li>— <u>Subcommittee</u>: Social, Ethics &amp; Sustainability</li> <li>— <u>Subcommittee</u>: Audit and Risk</li> </ul>	Board Member
2011-2016	<p>Windybrow Theatre</p>	Council Chairperson
2013-2015	<p>Capricorn College for the Further Education and Training</p> <ul style="list-style-type: none"> <li>— <u>Subcommittee</u>: Audit and Risk</li> <li>— <u>Subcommittee</u>: Infrastructure</li> </ul>	Council Member
2010-2014	<p>Onderstepoort Biological Products</p> <ul style="list-style-type: none"> <li>— <u>Subcommittee</u>: Risk, Audit and IT Committee,</li> <li>— <u>Subcommittee</u>: Human Resources and Remuneration</li> </ul>	Non-Executive Director
2009-2014	<p>South African Council for the Natural Scientific Professions</p> <ul style="list-style-type: none"> <li>— <u>Subcommittee</u>: Finance and Personnel</li> </ul>	Board/Council Member
2008-2011	<p>South Africa State Theatre</p> <ul style="list-style-type: none"> <li>— <u>Subcommittee</u>: Audit Committee</li> <li>— <u>Subcommittee</u>: HR Remuneration Committee</li> </ul>	Board/Council Member

#### PRESENT COMMITTEES MEMBERSHIPS

2021-	Department of Energy and Minerals Resources	Risk Management Committee
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		Chairperson
2022-	Ekurhuleni Metropolitan Municipality	Risk Management Committee
2023-	Mopani District Municipality	Audit Committee
		IT Committee Chairperson
2023-	Greater Giyani Local Municipality	Audit Committee
2023-	Thulamela Local Municipality	Audit Committee

### PAST COMMITTEES MEMBERSHIPS

2020- 2023	Greater Giyani Local Municipality	Audit Committee
2019- 2022	Collins Chabane Local Municipality	Chairperson: Risk Management Committee
2019- 2022	Maruleng Local Municipality	Chairperson: ICT Committee
2019- 2021	Collins Chabane Local Municipality	Audit and Performance Audit Committee
2017- 2020	Dr Pixley Ka Isaka Seme Local Municipality	Audit Committee
		Performance Audit Committee
		IT Committee Chairperson
2018- 2019	City of Johannesburg Metropolitan Municipality	Group Audit Committee
		Group Performance Audit Committee
2015- 2018	Companies Tribunal	Audit and Risk Committee Member
2013- 2018	Culture, Religion and Linguistic (CRL) Rights Commission	Audit and Risk Committee Member
2016- 2020	Film and Publication Board	ICT Steering Committee Member
2013-	Magalies Water	Audit Committee

2016		Member
2012-2014	National Agriculture Marketing Council (NAMC)	IT Steering Committee (Chairperson)
2009-2011	Aganang Local Municipality (Limpopo)	Audit Committee Member
2012-2013	Construction Industry Development Board (CIDB)	IT Steering Committee Member

## CURRENT EMPLOYMENT

<b>Job Title</b>	<b>Executive Director</b>
<b>Organization</b>	International Business Research (Pty) Ltd International Business Development and Construction
<b>Period</b>	November 2018 – to date & 2014 to October 2017
<b>Achievements and Responsibilities</b>	<p>Determining and setting the overall direction and objectives of organization;</p> <p>Determining and formulating policies, rules, and regulations to govern the overall operations of organization;</p> <p>Directing and controlling the overall operations of organisation to ensure objectives are met;</p> <p>Monitoring and evaluating the overall performance of the organisation and adjusting policies, rules and regulations to ensure objectives are met</p> <p>Utilize strategic, innovative and market research to identify entrepreneurial, procurement, business, economic and technical support opportunities for the organisation</p> <p>Co-ordination of strategic partnerships on programmes that support capacity building initiatives</p> <p>Representing the organization at official occasions, in negotiations, at conventions, seminars, public hearings and forums, and liaising between areas of responsibility</p> <p>Financial management, financial accounting, and management accounting</p>

## PREVIOUS EMPLOYMENT

<b>Job Title</b>	<b>Chief Risk Officer (Director: Risk Management and Special Projects)</b>
<b>Organization</b>	Central University of Technology (Pty) Ltd

<b>Period</b> <b>Achievements and Responsibilities</b>	November 2017 – October 2018  Oversee and coordinate the risk management function in the University Manage transformation risks for the university Strategic and management support to the Vice-Chancellor and MANCOM Management of special strategic projects Coordinate development of transformation policies for the university in line with University vision Manage and monitor implementation of transformation projects Ensure monitoring and evaluation of transformation objectives in line with objectives
<b>Job Title</b> <b>Organization</b> <b>Period</b> <b>Achievements and Responsibilities</b>	<b>Acting Chief Audit Executive</b> Central University of Technology (Pty) Ltd November 2017- October 2018  Determining and setting the overall direction and objectives of organization; Establishing appropriate policies and procedures to guide the use of internal audit; Preparing and monitoring the strategic and annual internal audit plan; Providing an annual overview assurance report on the effectiveness and adequacy of risk management, control and governance processes; Supervising assignments by providing instructions and approving the work programmes (scoping letters); Reviewing audit work to ensure the adequacy of the scope of assignments and procedures performed as well as the accuracy of conclusions reached and recommendations made; Reviewing the extent of control testing and understanding the degree to which it can be relied on to detect internal control problems or fraud. Coordinating and reporting to the ARIC of Council on the progress of implementation of management action plans in response to audit recommendations;
<b>Position</b> <b>Name of Employer</b> <b>Period of Service</b> <b>Achievements and Responsibilities</b>	<b>Head / Director: Information Technology Services</b> Kwazulu-Natal Legislature September 2011 – 2013  <b>Develop and implement ICT strategy and policies</b> <ul style="list-style-type: none"> <li>– Develop and implement an ICT strategy</li> <li>– Develop and implement a selective sourcing strategy for the section/unit</li> </ul>

- Develop and implement test disaster recovery plan
- Advise management on current and emerging technology, and trends from a strategic perspective

**Strategically involve ICT in meeting needs and demands**

- Interact with managers of sections/units to identify ICT requirements
- Develop project plans for implementation of agreed solutions
- Identify services which require outsourcing and develop appropriate proposals
- Manage service providers according to Service Level Agreement requirements

**Ensure good governance of ICT**

**Provide an IT service to internal customers**

- Ensure that services provided to internal customers are of a high standard and conform with relevant quality standards

**Oversee the division-Manage staff performance; Develop and manage a budget**

<b>Job Title</b> <b>Organization</b> <b>Period</b> <b>Achievements and Responsibilities</b>	<p><b>Chief Operations Officer</b>          Chemical Industries Education and Training Authority          01 April 2007 – August 2011</p> <p>Oversee the following units: Information Technology, Human Resources, Strategy, Research and Development, Projects, Information and Knowledge Management, Quality Management, and Facilities Management;</p> <p>Rigorous planning and implementation processes to the portfolio of operations;</p> <p>Ensure projects are developed and managed within budget and on schedule;</p> <p>Ensure operations strategies and programs are aligned with National Skills Development Strategy (NSDS) targets &amp; drive operations excellence;</p> <p>Provision of sound and effective Financial Monitoring and Control</p>
<b>Job Title</b> <b>Organization</b> <b>Period</b> <b>Achievements and Responsibilities</b>	<p><b>General Manager: Technology Research and Development</b>          State Information Technology Agency (Pty) Ltd          15 September 2005 – 31 March 2007</p> <p>Prepared, implemented and measured the performance of strategic plans for the approval by the Minister, Board, and GITOC;</p> <p>Financial and Assets Management: Budget compilation and control; Management of cost centre; financial analysis: compare actual to budgeted results, communicate variances, made recommendations for improvement / corrections;</p> <p>Manage physical assets well; Increased R&amp;D revenue three times the previous</p>

year;

Manage and supervise 5 directorates: ICT Trends; Research Innovation; Technology Lab; Research New Products and Services; Research Centre for Business Knowledge;

Provided leadership and quality assurance of research projects;

Successful completed 30 projects areas are in: Human language technologies (HLT), Mobile and wireless applications, Open Source migration strategy and proof of concepts, Procurement projects, Consultation and Benchmarking Projects, Application metadata extraction (Reverse Engineering), Telemedicine.

Change and Transformation Management;

Business Development, Marketing and Sales;

Stakeholder Relationships Management;

Contract and Service Management:

<p><b>Job Title</b></p> <p><b>Organization</b></p> <p><b>Period</b></p> <p><b>Achievements and Responsibilities</b></p>	<p><b>Senior Manager: Financial Management Systems</b></p> <p>Dept of Finance and Economic Development, Limpopo</p> <p>May 2002 – 14 September 2005</p> <p>Providing and managing the strategic direction of the financial information systems in the province;</p> <p>Preparation, implementation and monitoring of the strategic and business plan of the directorate in line with the organizational goals;</p> <p>Managing the development, integration and implementation of provincial transversal financial systems;</p> <p>Preparation and management of the budget which was R100m.</p> <p>Service Level Agreements and contracts with contractors; FINEST Project charter and plan, financial systems policies and procedures; integration of systems;</p> <p>New standard chart of accounts (SCoA) &amp; revenue module</p>
<p><b>Job Title</b></p> <p><b>Organization</b></p> <p><b>Period</b></p> <p><b>Achievements and Responsibilities</b></p>	<p><b>Electronic Engineer</b></p> <p>Council for Scientific and Industrial Research (CSIR), Pretoria</p> <p>July 1996 – April 2002</p> <p>18% improvement of a five-year record of the world-leader in speaker identification, Prof. D Reynolds, an academic from the world's best University in Technology, MIT, thus setting up a new world record;</p> <p>Successful completion of the electronic warfare, radar and communication systems projects;</p>

Successful development of information technology security cryptographic standards.

Development of Computer Assisted Audit Techniques (CAATS) [ACL, Excel];

Maintenance of application security, data and program security, computer operations and system software;

Auditing in a computerised information systems environment.

## CAREER HIGHLIGHTS AND SCHOLARSHIPS

### Development of a High Performing Speaker Identification System

- 18% improvement of a five-year world-record of the world-leader in speaker identification, Professor D Reynolds, an academic from the world's best University in Technology, MIT (Massachusetts Institute of Technology, United States of America). A new world record was set in South Africa

### International Innovation Awards:

- Two projects received finalist and semi-finalist positions at Commonwealth Association for Public Administration and Management (CAPAM), which are:
  - Mobile Technologies in Government;
  - Mobile Technology Short Message Service

### Tertiary Education Recognitions (Science and Engineering)

- External Examiner of University of the Witwatersrand (Wits)
- External Examiner of University of Cape Town
- Moderator of Projects for Tshwane University of Technology (TUT)
- Requested to assist in research needs & development for Univ. of Fort Hare

### Scholarships (12)

- Bradlow; Twamly; DAAD; ASA Education Trust; SAIRR; CSIR; Scholarships Committee Award; UCT Council B Scholarship University; Research Foundation Development (FRD); NRF Equity Doctoral Scholarship (Abroad); NRF Prestigious Doctoral Scholarship

### High Profile Delegations Presentations: Made several presentations to international high profile delegates such as:

- R&D: Approaches, Processes & Achievements. Ethiopian Delegation, SITA
- R&D: Engagements of Clients & Suppliers. Sudanese Delegation, SITA
- Research and Innovation. IBSA (India/Brazil Delegation), Innovation Hub

## INNOVATIONS IMPLEMENTED

Integration of FINEST & Basic Accounting System (BAS) for payment and revenue.

Integration of FINEST & Basic Accounting System (BAS) for payment and revenue.

Integration of FINEST & Learner Support Material (LSM).

IT security cryptographic standards (Encryption and Key exchange algorithms).

Access the National Health Lab for test results utilising mobile technologies

Access patient history and information using mobile technologies.

SMS notification and querying facility for marital status, ID & Passport application process.

Using mobile technology to support the application process for passport & ID documents

SMS based scheduling and patient referral system for rural clinics

Access to health databases by health practitioners utilizing PDA's.

Interactive Voice Recognition and text-to-speech technologies

Implementation of Master System Plan (MSP-in-a-Box).

Reverse-engineered IT systems of three departments (Social Dev, Land Affairs, & Home Affairs).

Data cleaning project to identify and prevent fraudulent activities for pensions and grants

Telemedicine / e-Health: rural clinics to hospital ISDN connectivity

Effectiveness evaluation of Advanced Binary Optimisation (ABO) technology for advanced data compression for the use of teleradiology applications

OSS Migration Strategy for two departments (Department of Minerals and Energy, KZN Dept of Local Government and Traditional affairs).

Open-Sourced based system that improves knowledge of corruption & anti-corruption activities for DPSA.

Open-Sourced based system that supports and accelerate the approval process of Land Reform for Agricultural Development for Department of Land Affairs.

Total Cost of Ownership for City of Cape Town

High Level Infrastructure Review of Proposed Contract Services – SASSA

## RESEARCH AND DEVELOPMENT

Baloyi NT. *The influence of microfinance institutions on SMMEs in South Africa, Master of Philosophy in Development Finance Treatise/dissertation*, Nelson Mandela Metropolitan University (NMMU), January 2017.

Baloyi NT. *The Impact of Globalisation: analysing the transitions from Millennium Development Goals to*

*Sustainable Development Goals*, Technical Report, NMMU, 2016

Baloyi NT. *Mechanisms that have been developed to prevent, manage and resolve financial crises at the international level*, Technical Report, NMMU, 2016.

Baloyi NT. *How a country's 'lending infrastructure' (i.e. the information environment, the legal, judicial and bankruptcy environment, the tax and regulatory environment) facilitate or constrain lending*, Technical Report, NMMU, 2016.

Baloyi NT. *Critical discussions of financial theory and the major schools of thought in historical perspective*, Technical Report, NMMU, 2016.

Baloyi NT. *The linkage between growth, poverty and inequality as well as practical country-wide examples in support of this*, Technical Report, NMMU, 2016.

Baloyi NT. *The benefits, costs and consequences associated with financial liberalisation*, Technical Report, NMMU, 2016

Baloyi NT. *Various key factors, namely, macroeconomic stability, legal framework, geography and climate, regulation, contractual savings institutions, private ownership) impact on the structure of the financial system*, Technical Report, NMMU, 2016

Baloyi NT. *Risk management for microfinance institutions in South Africa*, Technical Report, NMMU, 2016

Baloyi NT. *Regulation and supervision of microfinance institutions in south Africa*, Technical Report, NMMU, 2016

Baloyi NT. *The development programme to uplift rural sport*, Technical Report, NMMU, 2016

Baloyi NT. *Think ahead independent external evaluation*, Technical Report, NMMU, 2016.

Baloyi NT. *Low literate consumers in the market place: their opinions, attitudes, and experiences towards new products*, Technical Report, UNISA, 2016.

Baloyi NT. *The role of students' attitudes towards statistics in students' academic performance in statistics at a distance education institution*, Technical Report, UNISA, 2015.

Baloyi NT. *Developing a conceptual model for student happiness (subjective well-being) within a tertiary educational institution*. Technical Report, UNISA, 2015.

Baloyi NT. *Open-Source: How far the South African Government has gone. Idlelo2: The Second African Conference on Digital Commons*, Nairobi, Kenya, 23-25 February 2006.

Baloyi NT. *Open source business applications initiatives in the public sector*. KZN SITA/PGITOC Technology Conference, 30 November 2005.

Baloyi NT. *Misuse intrusion architecture: prevent, detect, monitor and restore employee fraud*. Information Security

South Africa (ISSA2005), Sandton, S.A., 30 June-01 July 2005

Baloyi NT. *Analysis of financial institutions' e-business security strategic solutions: technical and non-technical*. ISSA2005 Conference, Sandton, S.A., 30 June-01 July 2005.

Baloyi NT. *Technological challenges facing the intelligence community*. Ministry of Intelligence Budget Speech, S.A. Parliament, Cape Town, South Africa, 17 May 2005.

Nominated to review research papers: 15th Annual Symposium of the Pattern Recognition Association of South Africa (PRASA) Conference, South Africa, November 2004.

Baloyi NT. *Strategic secure enablement of the business of e-business in the financial services sector*. Master of Business Administration Dissertation, University of Kwazulu-Natal, Durban, South Africa, 2004.

Baloyi NT. *Effective strategies for dealing with misuse intrusions by employees*. Technical Report, University of the Witwatersrand, South Africa, 2003.

Baloyi NT. *Comparison of features for large population speaker identification system*. Master of Science Dissertation, University of Cape Town, S. Africa, 2000

Baloyi NT. *Intrusion detection architecture for defensive information warfare*. Master of Science Dissertation, University of Pretoria, South Africa, 2001.

Baloyi NT and Penzhorn WT. *Integrated intrusion detection architecture for defensive information warfare*. Pattern Recognition Association of South Africa (PRASA) Conference, Cape Town, November 2002, pp. 95-100.

Baloyi NT and Mashao DJ. *Improvements on a speaker identification rate using feature-sets on a larger population database*. EuroSpeech Conference, Denmark, 2001, volume 4, pp. 2833-2836.

Baloyi NT and Mashao DJ. *Large-vocabulary text-independent speaker identification over telephone speech using auditory-based model*. Pattern Recognition Association of South Africa (PRASA) Conference, South Africa, Nov-Dec 2000, pp. 11-14.

Baloyi NT. *E-Commerce security risk management*. Technical Report, University of Pretoria, S.A., 2002.

Baloyi NT. *Design of virtual private networks*. Technical Report, University of Pretoria, South Africa, 2001.

Baloyi NT. *A network firewall*. Technical Report, University of Pretoria, South Africa, 2001.

Baloyi NT. *What is the WWW traffic going to be in the year 2001?* Technical Report, University of Cape Town, South Africa, 1998.

Baloyi NT. *Global optimisation in neural networks and communications networks*. Bachelor of Science with Honours Research Project, Wits University, South Africa, 1997.

REFERENCES		
Name	Organization when working together	Contact Details
██████████	International Business Research (Pty) Ltd	██████████
██████████	Department of Finance & Economic Development	██████████
██████████	Council for Scientific & Industrial Research (CSIR)	██████████
██████████	State Information Technology Agency (SITA)	██████████