

Teboho R.F Nthoana

|| JHB & WCP - S.A | [LinkedIn Profile](#)
South African Citizen | Male | ID No:
Physical Address:

REGULATORY, GOVERNANCE & PUBLIC-SECTOR EXECUTIVE

I am a governance, regulatory and executive leader with more than 18 years of leadership experience across statutory regulation, public-sector governance, investment, energy, infrastructure, higher education, municipal development and private enterprise. My career combines regulatory decision-making, corporate governance, risk and compliance oversight, executive leadership, public accountability and extensive stakeholder engagement across South Africa and broader Africa.

I have substantial experience operating within statutory and highly regulated environments, including two full terms with the Film and Publication Board of South Africa, where I exercised independent regulatory judgement, interpreted and applied legislation, chaired complex classification and appeal proceedings, contributed to policy and regulatory processes, and engaged with Parliament, government departments, regulators, law-enforcement agencies, industry and civil society.

My governance experience includes serving as Chairperson, Board Member and independent member of Audit & Risk, Finance & Investment, Compliance, Advisory and other governance structures. I currently contribute to governance and oversight within public-sector, municipal-development, higher-education and civil-society environments.

My experience encompasses regulatory governance, administrative decision-making, constitutional and public-interest considerations, information and digital governance, compliance, enterprise risk, internal controls, public accountability, policy implementation and stakeholder engagement. I have worked in environments requiring independence, impartiality, confidentiality, sound judgement, procedural fairness and the balancing of individual rights, organisational interests and broader public-interest considerations.

I bring a combination of executive leadership, regulatory experience, governance expertise, commercial understanding and public-sector exposure, supported by postgraduate business qualifications, legal studies and continuing professional development in governance, risk and financial markets.

Selected Regulatory, Governance & Public Leadership Impact

- Served two full terms within the Film and Publication Board of South Africa, exercising independent regulatory judgement within a statutory regulatory environment.
- Chaired complex classification proceedings and appeal tribunals requiring procedural fairness, interpretation of legislation, evidence-based decision-making and defensible regulatory outcomes.
- Contributed to regulatory and policy engagements involving Parliament, ICASA, SAPS, the Department of Communications and Digital Technologies, industry stakeholders and civil society.
- Developed practical exposure to regulation of digital content, online platforms, interactive gaming and emerging technology environments involving constitutional rights, consumer and child protection, public interest and regulatory compliance.
- Serve in independent governance and advisory structures across higher education, municipal development, investment and civil-society environments.

- Chair and serve on Audit & Risk, Finance & Investment, Compliance and governance committees, providing oversight of accountability, risk, compliance, financial stewardship and organisational performance.
- Provide governance and executive advice within PFMA- and MFMA-regulated environments and other highly regulated sectors.
- Bring extensive stakeholder-engagement experience involving government departments, regulators, Parliament, municipalities, investors, communities, industry bodies and civil society.

Regulatory & Information Governance Exposure

- Statutory regulatory experience within a national public regulator operating under legislation and public-law principles.
- Experience interpreting and applying legislation, regulatory policies, governance frameworks and administrative procedures.
- Experience in quasi-judicial decision-making requiring independence, procedural fairness, evidence-based assessment and defensible outcomes.
- Exposure to digital regulation, online platforms, content governance, emerging technologies and the intersection between constitutional rights, public protection and regulatory obligations.
- Experience engaging Parliament, national government departments, regulators, law-enforcement agencies, industry bodies, media organisations and civil society.
- Governance experience involving confidential and sensitive organisational information, committee documentation, executive submissions, regulatory matters and stakeholder information.
- Strong understanding of governance, accountability, compliance, risk management and the importance of responsible information management within public and private institutions.

Governance & Statutory Leadership Highlights

- More than 18 years of executive, governance and institutional leadership experience across public and private-sector environments.
- Two full terms of statutory regulatory experience within the Film and Publication Board of South Africa.
- Extensive experience serving as Board Chair, Committee Chair, Executive Director and Independent Committee Member.
- Experience advising and supporting Boards, Councils, Executive Committees and other statutory governance structures.
- Strong understanding of corporate governance, public accountability, regulatory compliance, administrative decision-making and institutional oversight.
- Experience chairing proceedings, evaluating complex matters, considering competing interests and reaching independent and defensible decisions.
- Demonstrated ability to engage constructively with government, Parliament, regulators, business, civil society, communities and other stakeholders.
- Experience overseeing governance reporting, implementation of resolutions, policy matters, organisational performance and executive accountability.

Key Achievements:

- Contributed to the rapid growth of the largest European energy company (Bulb Energy), achieving B Corp certification and a top 7 market position.
- Spearheaded market expansion initiatives resulting in 30% growth in new market penetration across Africa, Europe, and the USA.
- Convened and facilitated Property and Infrastructure Investment Summits across Johannesburg, Pretoria, Cape Town, and KwaZulu-Natal, bringing together public

and private stakeholders to promote infrastructure investment, economic development, and partnership opportunities.

- Led public and private sector collaborations, influencing policy, competition law, and economic development in key sectors and friendly regulatory markets.
- 2024 Economic Research SA and PSG Wealth #ThinkBigSA Research Winner.

Core Competencies

- | | |
|---|---------------------------------------|
| • Statutory & Regulatory Governance | * Board & Council Governance |
| • Corporate Governance & Board Oversight | * Ethics, Integrity & Accountability |
| • Information & Digital Governance | * Enterprise Risk Strategy |
| • Regulatory Interpretation & Compliance | * Governance Policies |
| • Administrative & Quasi-Judicial Decision-Making | * Corporate Ethics |
| • Constitutional & Public-Interest Considerations | * Stakeholder |
| • Procedural Fairness & Independent Judgement | |
| • Policy Development & Implementation | * Stakeholder & Government Relations |
| • Public-Sector Governance | * Executive & Board Advisory |
| • King IV / King V Governance Principles | * Governance Reporting |
| • PFMA, MFMA & Treasury Governance | * Institutional Accountability |
| • Compliance Management | * Strategic Leadership |
| • Business Continuity Planning | * Organisational Resilience |
| • Enterprise Risk Management | * PFMA & Treasury Regulations |
| • Audit, Risk & Compliance Oversight | * Enterprise Compliance |
| • Policy Development | * Financial Stewardship |
| • Executive Communication & Public Engagement | * Public Protection & Reg Enforcement |
| • Internal Controls & Combined Assurance | * Executive Reporting |
| • Parliamentary & Regulatory Engagement | * Digital Platforms |
| • Emerging Technology Governance | |

Public Sector, Governance & Regulatory Leadership

Central Johannesburg TVET College (DHET) | Apr 2026 - Present

Independent Finance & Investment Advisory and Committee Member

Appointed by the Ministerially constituted College Council under Section 12(b) of the Continuing Education and Training (CET) Act 16 of 2006 to strategically advise Council and provide independent governance oversight on financial management, budgeting, expenditure, financial performance, Treasury Regulations, Auditor-General outcomes, financial sustainability, risk, and compliance with the Public Finance Management Act (PFMA) and broader public sector governance frameworks.

Key Responsibilities & Achievements:

- Provide independent governance oversight on financial management, institutional budgeting, expenditure, and public accountability.
- Exercise independent governance judgement over institutional submissions, financial and governance information, audit matters, risk reports and management responses within a public higher-education environment, supporting transparency, accountability and sound Council decision-making.
- Advises on PFMA compliance, Treasury governance, audit and risk controls, and institutional financial stewardship.
- Provides independent oversight on institutional financial governance, audit outcomes, risk management, internal controls, PFMA compliance, budgeting, organisational performance and strategic financial sustainability as a member of the Finance and Investment Committee.

- Review Enterprise Risk Registers, Internal Audit Plans, Combined Assurance reports, compliance, and management action plans to strengthen institutional governance.
- Strengthen governance systems, financial sustainability, and executive accountability within a public higher education institution
- Supports strategic financial oversight aligned with DHET and national governance objectives.
- Review Auditor-General findings, management responses, internal audit outcomes, financial sustainability strategies, and institutional risk exposures to strengthen accountability and governance effectiveness.
- Monitor progress against Internal Audit recommendations, governance action plans, and enterprise risk mitigation measures, providing independent oversight to strengthen internal controls, financial governance, compliance, and institutional accountability.
- Provided independent governance advice to the Committee Chair and Council on financial governance, institutional accountability, and strategic decision-making, ensuring committee deliberations aligned with statutory obligations and governance best practices.
- Reviewed governance reports, management submissions, committee resolutions, and policy matters to strengthen oversight, transparency, and effective implementation of Council decisions.

Mandela Bay Development Agency (MBDA) - Nelson Mandela Bay Science & Technology Centre | Jan 2026 - Present
Independent Advisory Committee Member and Chair

Appointed as the independent Advisory Committee member of the Nelson Mandela Bay Science & Technology Centre (NMBSTC), a municipality-owned strategic development entity operating under the Mandela Bay Development Agency (MBDA), which is owned by Nelson Mandela Bay Municipality (NMBM), and governed within the Municipal Finance Management Act (MFMA) public-sector framework. Provides high-level strategic governance, institutional advisory support, and developmental oversight to strengthen organisational sustainability, public accountability, innovation capacity, and long-term socio-economic impact.

Key Responsibilities & Achievements:

- Provide strategic governance advisory support within an MFMA-regulated municipal development environment, strengthening institutional oversight, governance maturity, and strategic effectiveness.
- As Chairperson, promote independent, transparent and accountable deliberation, ensuring that recommendations and committee decisions are appropriately considered, documented and aligned with governance obligations and institutional objectives.
- Chaired committee governance processes, guided strategic deliberations, ensured effective implementation of committee resolutions, and promoted sound governance practices consistent with organisational objectives.
- Advised executive leadership and committee members on governance matters, policy implementation, and strategic oversight to strengthen accountability and institutional performance.
- Advise and review on enterprise risk, strategic risk, governance maturity, controls, organizational resilience, performance, and institutional sustainability.
- Advise on organisational sustainability, resource mobilisation, public-private partnerships, and fundraising strategies to support long-term institutional growth.
- Contribute to the development of innovation ecosystems, STEMI advancement, youth development, and regional economic inclusion strategies.
- Support policy-aligned developmental initiatives that advance science, technology, entrepreneurship, and public-sector innovation objectives.
- Provide independent oversight and strategic recommendations to enhance governance performance, operational sustainability, and developmental outcomes.
- Strengthen stakeholder engagement across government, academia, industry, and community sectors to expand institutional partnerships and impact.

- Support thought leadership, strategic positioning, and governance-linked institutional visibility within broader municipal and regional development frameworks.
- Chair the Advisory Committee and provide independent leadership on governance, strategic direction, organisational sustainability, stakeholder partnerships, fundraising opportunities, and institutional performance.

Film and Publication Board of South Africa (FPB) | 2017 – 2024 (Served 2 Terms)
 Independent Chief Classifier / Regulator & Classification Examiner | Statutory
 Regulatory Appointment

Appointed by the Film and Publication Board Council within South Africa's statutory content-regulation framework to exercise independent regulatory and classification functions in accordance with the Films and Publications Act, constitutional principles, administrative-law requirements, and applicable regulatory frameworks. Served two full terms within a national regulatory environment involving digital and traditional media, public protection, regulatory compliance, stakeholder rights, and public-interest considerations.

Key Achievements:

- Exercised independent regulatory judgement on more than 500 films, games and publications, applying legislation, regulatory guidelines, constitutional considerations and public-interest principles.
- Chaired complex classification proceedings and appeal tribunals, requiring impartiality, procedural fairness, consideration of evidence and competing rights, and the formulation of reasoned and defensible regulatory decisions.
- Interpreted and applied statutory provisions and regulatory policies and contributed to the development and refinement of internal regulatory frameworks.
- Participated in policy and legislative engagements involving Parliament, ICASA, SAPS, the Department of Communications and Digital Technologies and other stakeholders.
- Developed extensive exposure to digital and information-governance issues through regulation of online content, digital games, interactive platforms and evolving technology environments.
- Balanced constitutional rights, freedom of expression, public and child protection, commercial interests and regulatory obligations when exercising statutory functions.
- Managed sensitive regulatory matters and information requiring independence, confidentiality, sound judgement and appropriate governance.
- Represented the regulator in stakeholder forums, public engagements, parliamentary environments and media platforms.
- Contributed to institutional continuity and governance during leadership transitions through strategic and regulatory advisory support to Council and management.
- Operated within a quasi-judicial environment requiring independence, ethical conduct, regulatory interpretation, procedural fairness and accountable decision-making.

Key Responsibilities:

- Defined objectives and strategies for FPB to ensure compliance with Chapter 2 of the FPB Act of 1996.
- Facilitated legal classification decisions, ensuring procedural fairness and adherence to the highest standards.
- Managed stakeholder engagements, including public forums and appeal tribunals, to protect children from harmful material.
- Interpreted and applied regulatory statutes within FPB's mandate and advised on the legality of classification decisions.
- Defined internal classification policies and chaired classification committees, ensuring decisions were legally sound and socially responsive.
- Facilitated public education campaigns to raise awareness on harmful content, age-appropriate classification, and parental controls.

- Liaised with internal and external legal teams to manage appeals, tribunal proceedings, and disputes with content providers.

Reason for Leaving: Contract expired after serving two successful terms.

Digital IT Manager, Outreach Marketing Manager, and FPB Ambassador

Key Achievements: | Jan 2009 – Jan 2012 (*Independent Contractor*)

- Led marketing strategies that resulted in a 20% increase in brand recognition for FPB. Launched Anti-Child Porn and contributed to the development and execution of various FPB campaigns. Institutional Digital Governance and technology platforms.

Key Responsibilities:

- Developed and implemented marketing strategies, ensuring alignment with FPB's goals and portfolio objectives. Managed outreach and communication efforts, engaging with stakeholders to raise awareness of FPB's mandate. Oversaw IT strategies, ensuring that FPB's digital platforms were efficient and effective.

Reason for Leaving: Contract expired after successfully completing project work.

Gender-Based Violence and Femicide Response Fund 1 || 2021 – Present

Independent Advocacy Behaviour & Communication Committee Member

Appointed and Co-opted by the Honourable President of SA, Matemela Cyril Ramaphosa, and GBVF Response Fund1 Board Chair Dr Judy Dlamini, and ABSA Board Chair Ms Wendy Lucas-Bull. The SA President launched a national, private sector-led, multi-sectoral Gender-Based Violence and Femicide (GBVF) response fund aimed at supporting the implementation of the National Strategic Plan (NSP). Appointed within a national, multi-sectoral strategic structure supporting the implementation of South Africa's National Strategic Plan on GBVF.

Key Responsibilities & Achievements:

- Serve within a high-level national governance and strategic leadership structure established to support the implementation of South Africa's National Strategic Plan (NSP) on Gender-Based Violence and Femicide, aligning public, private, and civil society stakeholders toward coordinated national impact.
 - Contribute to governance-linked social investment strategy, advocacy, stakeholder mobilisation, and strategic communication frameworks designed to strengthen behavioural change, public awareness, and institutional responsiveness to one of South Africa's most urgent socio-economic crises.
 - Support strategic oversight and programme impact across a fund that has successfully mobilised and disbursed over R180 million to community-based organisations and frontline interventions, with a broader mandate targeting R1 billion in catalytic funding for GBVF prevention, response, and systemic reform.
 - Provide executive-level input on stakeholder governance, national communications strategy, multi-sectoral coordination, and sustainable social development priorities, strengthening institutional credibility, accountability, and programme effectiveness.
 - Operate within a nationally significant platform at the intersection of governance, public policy, social justice, and developmental finance, contributing to one of South Africa's most prominent presidentially endorsed public-private initiatives.
-

Statutory, Regulatory & Public Governance Experience

My career includes substantial experience operating within and advising regulated institutions where decisions must withstand legal, governance, stakeholder and public scrutiny. This includes statutory regulatory experience with the Film and Publication Board; governance oversight within PFMA- and MFMA-regulated environments; committee and board leadership; interpretation and application of legislation and policy; regulatory stakeholder engagement; quasi-judicial decision-making; and governance of digital, financial and organisational information.

I have worked with and engaged Parliament, government departments, municipalities, statutory regulators, law-enforcement agencies, higher-education institutions, investors, businesses, civil society and communities. This experience has developed a strong appreciation for independent regulation, constitutional rights, administrative fairness, institutional accountability, responsible information governance and the need to balance competing rights and legitimate interests in the public interest.

Board, Council, Committee, and Public Governance

- **Central Johannesburg TVET College (DHET)** – Independent Finance & Investment Advisory and Committee Member | Apr 2026 - Present
- **Mandela Bay Development Agency** – Ind Advisory Chair | Jan 2026 - Present
- **World Changers Mental Health Care Organisation** – Board Chair | Chair Audit Risk & Compliance Committee | ICT Steering Committee | Oct 2025 – Present
- **Turnaround Management Association of South Africa** – Exec-Director | Compliance Committee | ICT Steering Committee | 2023 – 2026 (Served 2 Terms)
- **Nono Capital and Its Investee Companies** – Board Member | Chair Investment Committee | Compliance Committee | Chair Audit, Risk Committee | 2023 – Present
- **Gender-Based Violence and Femicide Response Fund 1** | Advocacy Behaviour & Communication Committee | 2021 – Present
- **SA Institute of Black Property Practitioner** – Exec-Director | Board Member | Chair of the Learning & Growth Committee | 2019 – 2021 (Served 2 Terms)
- **TM Group of Companies and its Investee Companies** – Board Member | Audit and Risk Committee Chair | Investment Committee 2015 – 2017
- **Ekurhuleni Co-Operative Bank** – Board Member | Credit Committee | 2013 – 2016

Executive Leadership, Corporate Services, Operations, and Institutional Transformation Experience

Senior Associate and Co-opted Interim CEO

Nono Capital (Pty) Ltd | July 2023 – Present

Key Achievements:

- Provide executive leadership across an investment portfolio with assets exceeding R2 billion, driving organisational growth, investment diversification, mergers and

acquisitions, and strategic expansion, contributing to a 15% increase in portfolio value.

- Directed strategic financial planning, budgeting, forecasting and operational optimisation initiatives that improved organisational efficiency by 20%, strengthened governance, enhanced profitability and supported sustainable growth.

Key Responsibilities:

- Provide executive leadership across investment management, corporate strategy, operational performance, governance, financial stewardship, & organisational sustainability while driving growth, market diversification, & long-term value creation.
 - Provide executive oversight of enterprise, strategic, investment, financial, operational, regulatory and compliance risks across a diversified investment portfolio, ensuring risk-informed decision-making at Board and Executive level.
 - Chair Audit & Risk, Investment and Compliance Committees across investee entities, providing independent oversight of governance, enterprise risk management, internal controls, compliance, financial performance and organisational accountability.
 - Review enterprise risk registers, internal audit findings, control deficiencies, business continuity arrangements and management action plans, monitoring implementation and escalating material risks to the appropriate governance structures.
 - Assess funding, liquidity, capital allocation, transaction and investment risks associated with mergers and acquisitions, restructuring initiatives, turnaround strategies and new investment opportunities.
 - Lead governance reviews of distressed and underperforming organisations, identifying governance failures, financial misconduct indicators, operational vulnerabilities, control weaknesses and organisational risks, while recommending corrective actions that strengthen accountability and institutional resilience.
 - Advise Boards, investors, lenders, Business Rescue Practitioners and executive leadership on investment strategy, capital allocation, restructuring, distressed asset recovery, debt rehabilitation, business continuity, organisational resilience and sustainable growth across multiple sectors.
 - Integrate enterprise risk considerations into corporate strategy, investment decisions, budgeting, performance management and organisational planning to improve governance, resilience and long-term value creation.
 - Prepare and review Board and Committee papers, governance reports, strategic submissions and executive recommendations, supporting informed decision-making, effective governance oversight and regulatory compliance.
 - Build and maintain trusted relationships with investors, regulators, financial institutions, government stakeholders and strategic partners while promoting transparent communication, sound governance and stakeholder confidence.
 - Lead multidisciplinary teams across governance, finance, investment, compliance, & corporate services, fostering a high-performance culture, strengthening organisational capability, & embedding continuous improvement across investee Co's.
 - Advise Boards and governance structures on regulatory compliance, governance obligations, confidentiality, ethical conduct, information considered in executive decision-making, organisational accountability and the management of material institutional risks.
-

Retail Dealer Partnerships - Inland Operations Manager

ENGEN Petroleum (Pty) Ltd | Jan 2019 – Feb 2025

Key Achievements:

- Turned around a distressed business unit, leading to a 25% increase in profitability within 18 months, and portfolio growth, resulting in a 15% growth in revenue yearly.
- Successfully contributing to growing region retail (forecourt/convenience) business, producing 318.63M Volumes and R1.03bn monthly revenue, and brand expansion.
- Strengthened governance, compliance, and institutional sustainability across a large operational footprint within one of South Africa's most regulated sectors.

Key Responsibilities:

- Directed strategic operational oversight, financial recovery, and commercial performance improvement across 103+ live petroleum retail sites, ensuring profitability, balance sheet recovery, and long-term business sustainability.
- Managed a portfolio of 133 sites, overseeing strategic growth, retail performance, market expansion, and investment opportunities within a multi-billion-rand operation.
- Directed the identification, assessment and mitigation of operational, financial, regulatory, environmental, safety, commercial and reputational risks across a geographically dispersed energy retail portfolio.
- Provided forward-looking analysis on portfolio performance, capital exposure, dealer sustainability and regulatory developments, supporting management decisions on investment, intervention, restructuring and operational continuity.
- Coordinated cross-functional risk responses involving operations, finance, legal, compliance, environmental, safety, contractors and external regulators.
- Oversaw Capex and Opex budgeting, financial modelling, due diligence, feasibility studies, valuations, and investment governance to support infrastructure development, expansion, and operational excellence.
- Led stakeholder engagement, corporate advisory, and strategic negotiations involving franchisees, investors, regulatory bodies, and strategic partners.
- Ensured compliance with South Africa's complex petroleum and energy regulatory framework, including active engagement with key government departments and regulators such as:
 - ✓Department of Mineral Resources and Energy (DMRE)
 - ✓Department of Environmental Affairs
 - ✓Municipal planning and compliance authorities
 - ✓Health and Safety regulators
 - ✓Petroleum licensing and environmental compliance structures
- Oversaw petroleum licensing applications, site compliance, environmental impact considerations, safety regulations, and public policy alignment in accordance with national legislation and industry governance frameworks.
- Facilitated Public-Private Partnerships (PPP), supporting business development and infrastructure investment while aligning operations with government regulations, sustainability requirements, and public accountability.
- Managed regulatory risk, compliance enforcement, governance controls, and stakeholder engagement in 1 of SA's most legislatively intensive commercial sectors
- Supported capital raising, investment structuring, and strategic resource allocation while ensuring compliance with governance, environmental, and statutory obligations.
- Managed complex stakeholder relationships involving regulators, municipalities, franchise operators, investors, contractors, and government departments.
- Led cross-functional coordination across operations, compliance, finance, stakeholder relations, contractors, service providers and regional teams to ensure effective service delivery and business continuity.

- Supported human capital and performance management through team coordination, operational accountability, stakeholder conflict resolution, coaching, and performance improvement across a large regional network.
- Strengthened operational governance, reporting, process improvement, compliance monitoring and resource planning across a geographically dispersed portfolio.

Reason for Leaving: Contract ended after successful transition& handover in M&A.

Africa CEO | Chief Operating Officer | Executive Director

TM Group of Companies | May 2008 – November 2018

Africa CEO

January 2016 – November 2018

Key Achievements:

- Spearheaded corporate growth across Africa, achieving 30% growth in EBITDA within the first year while maintaining strategic oversight of a combined net asset value of up to R10 billion, looking after approx R1.8 billion assets under management
- Secured over \$70 million in capital-raising initiatives, successfully driving portfolio diversification. Led operational restructuring, improving 20% organizational efficiency.
- Participated in the development and stakeholder engagement processes associated with utility-scale renewable energy and infrastructure projects, including the Bela Bela Solar Park, a R2 billion renewable energy investment initiative.
- Oversaw strategic, investment, funding, country, regulatory& operational risks across a multi-sector and multi-jurisdictional portfolio, supporting Board and executive decision-making on capital deployment, growth and organisational resilience.

Key Responsibilities:

- Provided executive leadership for all operations across Africa, ensuring business alignment with strategic objectives with the Co's R550M with the highest EBITDA.
- Directed strategic growth initiatives, corporate develop... programmes, organisational integration projects,& expansion strategies across multiple African markets.
- Managed stakeholder relationships, including investors, regulators, and governments, to secure favourable business outcomes and financial goals.
- Managed investment evaluation, capital deployment, portfolio oversight, and strategic growth initiatives across multiple African jurisdictions, supporting the allocation of institutional capital into infrastructure, energy, industrial, logistics, and development-focused projects.
- Participated in private equity-style investment processes including transaction origination, due diligence, financial modelling, project evaluation, risk assessment, stakeholder negotiations, post-investment oversight, and value creation strategies.
- Led organisational strategy, people leadership, operational performance, stakeholder engagement, governance improvement, corporate services coordination and institutional growth across multiple business units and jurisdictions.
- Evaluated downside scenarios, transaction exposures and portfolio concentration risks during acquisitions, restructurings, infrastructure investments and cross-border expansion initiatives.
- Oversaw organisational transformation, capacity building, executive reporting, performance improvement, resource planning and cross-functional delivery across Africa-focused operations.

Reason for Leaving: TM Group was acquired by a UK M&A Investment firm.

Chief Operating Officer (COO)

April 2013 – December 2015

Key Achievements:

- Launched new market expansion initiatives across Africa, & 20% growth in revenue. Directed successful integration of acquired entities, ensuring operational excellence.

Key Responsibilities:

- Managed day-to-day operations and led strategic growth initiatives across multiple markets. Direct the overall operational and strategic direction of the company.
- Collaborated with Exco/Board to drive operational efficiency, cost-saving measures, and profitability improvements while developing/implementing co-wide strategies.
- Oversaw key M&A activities, incl deal structuring, capital raising, Neg, execution, and post-acquisition integration. Conflict resolutions and Corporate / Business Advisory

Reason for Leaving: Appointed and Promoted to Africa CEO.

Transactions [Mergers & Acquisitions]

November 2009 – March 2013

Key Achievements:

- Led strategic transactions, investment initiatives, governance improvements, and growth projects across multiple sectors.
- Neg favourable terms with pension funds, Gov entities, & investors during M&A deals.

Key Responsibilities:

- Identified and evaluated acquisitions, led due diligence processes, structured M&A deals, and managed the entire M&A lifecycle, and post-acquisition integration.
- Engaged/Negotiated with external stakeholders/investors to secure funding for strategic acquisitions and business expansions and ensure compliance with legal, competition law, and regulatory frameworks while driving corporate growth.

Reason for Leaving: Promoted to COO.

Manager: Operations

May 2008 – October 2009

Key Achievements:

- Reduced operational costs by 10% through process optimization and streamlined coordination of daily operations.
- Improved cross-functional collabs, leading to enhanced productivity & service delivery.

Key Responsibilities:

- Spearheaded key operational functions within the organization, ensuring day-to-day operations ran smoothly.
- Worked closely with cross-functional teams to implement process improvements, achieving cost savings and operational efficiency.

Reason for Leaving: Promoted to Mergers & Acquisitions.

Earlier Operations roles before the TM Group of Co

The roles I held before joining TM Group established a foundation in operational control, team leadership, process improvement, logistics, service delivery, reporting, stakeholder coordination, and performance management.

Project and Operations Manager

Krazyboyz Digital (Csonke Holdings) | Jan 2008 – Aug 2008

Key Achievements:

- Managed a portfolio of digital marketing projects, leading to a 15% increase in project efficiency. Implemented operational improvements, & reduced project delivery by 20%.

Key Responsibilities:

- Directed day-to-day project operations, ensuring that all client requirements were met on time and within budget. Collaborated with cross-functional teams to drive operational improvements and ensure successful project outcomes.

Reason for Leaving: Pursued growth opportunities at TM Group of Companies.

Aeromedical Flight Coordinator

Netcare 911 Emergency Services | Jan 2007 – Dec 2007

Key Achievements:

- Coordinated over 100 successful emergency medical flights, maintaining a 98% success rate in on-time responses.

Key Responsibilities:

- Managed logistics for emergency air services, ensuring that flights were coordinated efficiently with medical teams and air crew.
- Liaised with medical professionals and ensured compliance with aviation regulations.

Reason for Leaving: Pursued an opportunity in PM with Krazyboyz Digital

Warehouse Manager (Nightshift)

DHL Supply Chain (Formerly DHL Excel) | Jan 2004 – Dec 2006

Key Achievements:

- Improved night shift operations, increasing overall efficiency by 15%.
- Led a team of 50+ staff to successfully manage warehouse operations and meet KPIs consistently.

Key Responsibilities:

- Managed night shift warehouse operations, including receiving, storage, and dispatch of goods. Fleet Management, Route Planning, Invoicing, and Logistics Management.
- Oversaw stock control, inventory management, and ensured adherence to safety standards. Quality assurance, HR & Labour issues.

Reason for Leaving: Got a role with more operational management responsibilities.

Adelaide Tambo Development Centre (DSD Partnered NPO) | Jan 2003 – Dec 2005

Trainer and Center Manager

Appointed by the late Mama Adelaide Tambo, and the Department of Social Development (DSD) to help launch the ATDC as a prominent community-based organisation in Wattville that operates through a strategic partnership with the DSD. As a key delivery partner for provincial social mandates. By working within this DSD-aligned framework, the ATDC ensured that all community programmes meet national service standards and regulatory requirements, bridging the gap between government policy and grassroots social upliftment.

Key Responsibilities:

- Managed centre operations, staff coordination, community training, budgeting and resource allocation.
- Delivered vocational training, entrepreneurship development and community development programmes in partnership with social development stakeholders.
- Supported reporting, programme implementation and stakeholder engagement in an NPO and community development environment.

Independent Contractor Role at various Companies/Clients

Independent Business Consultant - Advisory, Consulting, and Strategic Leadership

Various Clients Locally and Globally | Jan 2013 – Present

Key Achievements and Key Responsibilities:

- **Enterprise Risk Management, Governance & Strategic Risk Advisory:** Identify, assess, and manage enterprise-wide risks across financial, operational, regulatory, and strategic domains. Advise leadership on risk exposure, mitigation strategies, and governance frameworks, ensuring that risk management is embedded into decision-making, Cap allocation, and maintaining alignment with regulatory, and stakeholders.
 - ✓ Advised Boards, executive leadership, business rescue practitioners, investors, and organisations on enterprise-wide risk management, governance frameworks, internal controls, compliance obligations, organisational resilience, governance maturity, business continuity, & regulatory compliance.
 - ✓ Conducted governance reviews, assessed enterprise risks, evaluated internal control environments, reviewed audit findings and management responses, monitored implementation of governance improvements, supported fraud risk identification, and developed practical recommendations to strengthen accountability, business continuity, and long-term organisational sustainability.
 - ✓ Designed and strengthened enterprise risk management frameworks, governance systems, internal controls, and compliance programmes.
 - ✓ Conducted strategic risk assessments, governance reviews, and internal control evaluations.
- **Strategic Advisory & Turnaround Execution:** Advised blue-chip and growth-stage businesses on strategy, operational efficiency, and restructuring. Led turnaround initiatives focused on financial stabilisation, governance improvement, and performance recovery in complex environments.
- **Mergers & Acquisitions (M&A) Advisory:** Supported clients on selected M&A transactions, including deal structuring, commercial due diligence, valuation input, and post-transaction integration, with exposure across multi-sector investments.
- **Capital Raising & Funding Structuring:** Assisted in capital raising initiatives and funding strategies, including investor engagement, structuring of transactions, and aligning funding solutions with business growth and turnaround objectives.

- **B-BBEE Strategy & Transformation Advisory:** Delivered advisory on B-BBEE structuring, ownership models, skills development, and enterprise & supplier development (ESD), aligning regulatory compliance with commercial outcomes.
- **Facilitation, Executive Training & Guest Lecturing:** Facilitate high-level workshops, strategy sessions, and guest lectures across academic and professional platforms, focusing on governance, turnaround strategy, investment structuring, and financial literacy. Known for translating complex concepts into practical, actionable insights for executives, entrepreneurs, and emerging leaders.

Thought Leadership & Media Engagement

- Regular commentator, speaker, facilitator, moderator, and media contributor on governance, business rescue, economic development, entrepreneurship, infrastructure investment, financial literacy, public policy, and institutional leadership across television, radio, conferences, and executive forums.

Skills Development, Training, and Capacity Building

- Former Trainer and Centre Manager at Adelaide Tambo Development Centre, supporting community training, vocational development, entrepreneurship and social development programmes.
- Senior participant representative and MANCO participant in the EPWP Vuk'uphile Contractor Development Programme, supporting contractor development, infrastructure delivery and public-sector capacity building.
- Registered Assessor and Moderator, with experience in training, facilitation, mentorship, and learning programme support.
- University of Pretoria and EDHE mentor supporting entrepreneurship, employability, leadership development, and student enterprise growth.
- Facilitator, guest lecturer, and executive trainer across governance, entrepreneurship, strategy, business management, and financial literacy platforms.

Education

Doctor of Law, Laws and Development (PhD) – NQF 10 – In Progress until 2026
North-West University

Master of Business Administration (MBA) – NQF 9
Regenesys Business School

Law – Advanced Business Rescue Practice (Distinction) – NQF 8
Law Society of SA & UNISA Centre of Biz Law

Advanced Diploma in Business Project Management – NQF 7
University of Cape Town

CIMA CGMA Professional Qualification – CFO Exec Pathway / Global C-Suite
Programme Assessment AICPA & CIMA Successful; pending final audit approval
 Programme Status Level: Strategic Case Study Level (In Progress)

Postgraduate Diploma in Risk Management – NQF 8
Management College of South Africa (MANCOSA) (In Progress)

Financial Risk Management

Institute of Risk Management South Africa

Financial Legislation, Regulation, and Ethics – NQF 6

Bank SETA

National Certificate: Financial Markets & Instruments – NQF 6

The Academy of Financial Markets and Bank SETA

Other Certificates, Trainings, and Accreditation – Below is a list of my development programmes:

- Rebosa Business Leadership Programme – Charter Academy
 - Micro Finance Core Programme – BANKSETA
 - Advanced Train-the-Trainer – Corporate College International
 - Registered Assessor & Moderator (ETDP SETA) – QED Quality Executive Developer
 - Project Management Certification – QED Quality Executive Developer
 - BBBEE Champion Programme – Transcend Advisory
 - Micro MBA Business Management Diploma – Remmoho Trident Institute
-

Professional Body Memberships / Licenses

- The Institute of Risk Management South Africa (IRMSA) - (MN 71000624)
 - The Institute of Directors in SA (M. Inst. D - 64148365)
 - SA Restructuring & Insolvency Practitioners Association (SARIPA) - (N067)
 - Turnaround Management Association of South Africa
 - SA Institute of Black Property Practitioners (SAIBPP)
 - Property Practitioners Regulatory Authority (PPRA - MPRE) – (1170357)
-

Areas of Regulatory & Governance Interest

Information Governance | Privacy & Data Protection | Access to Information | Digital Regulation | Artificial Intelligence & Emerging Technology Governance | Administrative Justice | Corporate Governance | Public-Sector Accountability | Regulatory Compliance | Constitutional Governance | Ethics & Responsible Decision-Making

References

- Available on request
-