

THEMBEKA SEMANE

EXECUTIVE LEADER | ECONOMIC REGULATOR | FINANCE, RISK & GOVERNANCE SPECIALIST

LOCATION	MOBILE	EMAIL
Johannesburg, South Africa		

APPLICATION PARTICULARS

Full name	Thembeka Semane
Identity number	
Gender	Female
Nationality	South African
Physical address	
Availability	Full-time or part-time appointment

EXECUTIVE PROFILE

South African executive, economic regulator and governance specialist with more than 20 years of experience across telecommunications, energy, banking, corporate treasury, infrastructure finance and public-sector oversight. Brings direct experience of independent regulation through NERSA, ICASA and the ACSA/ATNS Economic Regulating Committee, supported by extensive board, audit, risk, finance and investment committee service in South Africa and internationally.

Offers a distinctive combination of digital-economy regulation, financial governance, organisational strategy, risk management and institutional oversight relevant to the Information Regulator's mandate. Experienced in handling confidential and commercially sensitive information; interpreting statutory and regulatory obligations; balancing competing stakeholder interests; overseeing budgets and controls; and making evidence-based decisions capable of withstanding public scrutiny. Committed to lawful information practices, procedural fairness, regulatory independence, ethical leadership and accountable administration.

VALUE OFFERED TO THE INFORMATION REGULATOR

Regulatory judgement	Independent decision-making in complex regulated sectors, including telecommunications, digital markets, energy and transport infrastructure.
Information governance	Oversight experience involving confidential board information, regulated-entity submissions, lender reporting, audit evidence and compliance records.
Institutional oversight	Finance, investment, audit and risk committee leadership; strategy, budget, internal-control, performance and governance oversight.
Digital perspective	Former ICASA executive council member with specialised training in regulating the digital economy and telecommunications.
Public-interest focus	Experience balancing institutional mandates, consumer and stakeholder interests, procedural fairness and accountable use of public authority.

REGULATORY AND CURRENT GOVERNANCE EXPERIENCE

NATIONAL ENERGY REGULATOR OF SOUTH AFRICA (NERSA)

Part-Time Regulator Member | Chairperson, Finance and Investment Committee | 29 September 2022 - **31 August 2026**

Exercises independent regulatory and governance oversight in a statutory regulator. Contributes to collective regulatory decision-making, financial stewardship, investment oversight, institutional performance and accountable administration. Chairs finance and investment deliberations requiring scrutiny of budgets, controls, financial risk and governance obligations.

ACSA/ATNS ECONOMIC REGULATING COMMITTEE

Economic Regulating Committee Member | September 2016 - March 2019; April 2019 - **present**

Participates in economic-regulatory oversight affecting airports and air-navigation services. Reviews regulatory information and stakeholder submissions, applies economic-regulation principles, and contributes to reasoned decisions in an environment requiring independence, transparency and procedural fairness.

MINING, OIL, GAS AND SERVICES COMPANY (MOGS)

Board and Finance and Investment Committee Member | August 2019 - **present**

Provides board-level oversight of strategy, finance, investment, risk and governance within an infrastructure and energy portfolio. Contributes to decisions involving commercially sensitive information, capital allocation, performance monitoring and responsible organisational stewardship.

TELECOMMUNICATIONS AND DIGITAL-REGULATION LEADERSHIP

INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA (ICASA)

Executive Council Member | Audit Committee Member | Chaired various regulation making committees December 2017 - January 2022

Served in the leadership of South Africa's communications regulator across telecommunications, broadcasting and related digital-market matters. Contributed to regulatory governance, collective decision-making, financial oversight and audit assurance. The role required consideration of statutory mandates, regulated-entity information, public-interest impacts, market developments and administrative fairness.

VODACOM TANZANIA PLC

Board Member | Audit and Risk Committee Member | November 2017 - August 2025

Provided cross-border board and committee oversight in a listed telecommunications environment. Reviewed financial reporting, risk, internal control, compliance and assurance matters, with particular exposure to digital services, customer-facing systems, data-intensive operations and regulated-market governance.

CORE COMPETENCIES

Regulation	Economic regulation statutory decision-making regulatory governance stakeholder engagement public-interest analysis
Governance	Board effectiveness fiduciary oversight ethics conflicts of interest committee leadership policy and terms of reference
Risk & assurance	Enterprise risk audit oversight internal controls compliance monitoring financial and operational risk
Finance	Budget oversight investment governance treasury infrastructure finance liquidity foreign exchange covenant compliance
Strategy	Organisational strategy scenario analysis performance oversight ISO systems institutional transformation

SELECTED BOARD AND PUBLIC-GOVERNANCE EXPERIENCE

ESTATE AGENCY AFFAIRS BOARD

Board Member | Finance and Investment Committee Chairperson | Audit and Risk Committee Member | July 2016 - October 2022

Oversaw finance, investment, audit, risk and governance within a statutory public entity operating in a regulated sector.

NORTH-WEST UNIVERSITY

Council Member | Finance and Investment Committee Member | August 2018 - July 2021

Contributed to institutional governance, financial oversight, investment decisions and council accountability.

SOUTH AFRICAN NATIONAL PARKS

Board Member | Audit and Risk Committee Member | Human Resources and Remuneration Committee Member | April 2015 - March 2018

Provided public-entity oversight across audit, risk, people governance, organisational performance and accountability.

SOUTH AFRICAN HERITAGE RESOURCES AGENCY

Council Member | Risk Management Committee Chairperson | Audit Committee Member | July 2013 - June 2019

Chaired risk oversight and contributed to audit, governance and performance monitoring in a national statutory body.

FINANCIAL AND FISCAL COMMISSION

Audit, Risk and Performance Committee Member | April 2010 - March 2013

Supported audit, risk and performance oversight in an independent constitutional institution.

HOME LOAN AND MORTGAGE DISCLOSURE ACT BOARD

Board Member | April 2010 - March 2013

Participated in statutory oversight related to disclosure, housing finance and institutional accountability.

MPUMALANGA RENTAL HOUSING TRIBUNAL

Board and Tribunal Member | July 2010 - July 2013

Contributed to dispute-resolution and governance processes requiring impartiality, fair procedure and balanced consideration of parties' interests.

NATIONAL HOME BUILDERS REGISTRATION COUNCIL

Fund and Finance Advisory Board Committee Member | Executive Committee Member | August 2006 - September 2008

Contributed to financial, fund and executive oversight within a national regulatory council.

ALBERT LUTHULI LOCAL MUNICIPALITY

Audit, Risk and Performance Committee Member | July 2006 - July 2008

Supported municipal audit, risk, performance and control oversight.

EXECUTIVE AND FINANCIAL-MANAGEMENT EXPERIENCE

ESKOM HOLDINGS SOC LTD

Governance Project Manager | January 2015 - April 2016

Provided governance oversight; developed terms of reference; advised on governance and litigation-related matters; coordinated board resolutions; and maintained stakeholder relationships. Supported clear accountability, disciplined decision records and implementation of governance requirements.

ESKOM ENTERPRISE DEVELOPMENT - ORGANISATIONAL STRATEGY

Senior Advisor | October 2011 - April 2016

Analysed macroeconomic and electricity-sector drivers, supported organisational strategy and scenario development, and contributed to ISO 9001:2008 compliance and business-system discipline.

ESKOM HOLDINGS - CHANGE MANAGEMENT PROJECT

Project Secretariat | January 2014 - April 2015

Coordinated group-wide change-management activities, governance processes, documentation and stakeholder engagement across Eskom Holdings.

ESKOM TREASURY CORPORATE DIVISION

Advisor: Risk and Portfolio Management | June 2008 - September 2011

Managed an approximately R5 billion portfolio of export-credit-financed loans. Oversaw compliance, lender and audit reporting, South African Reserve Bank requirements, environmental reporting, interest and commitment fees, foreign-exchange hedging, liquidity, drawdowns, bank accounts, loan covenants and cross-default risk. Worked with internal and external auditors, legal advisers and international lenders, handling sensitive financial and project information with accuracy and confidentiality.

ESKOM GENERATION DIVISION

Management Accountant | February 2006 - May 2008

Provided tariff, contract, customer-account and electricity-usage advice; processed supply changes; managed securities and overdue accounts; and coordinated with technical and customer-service teams. Applied financial analysis and customer-service standards in a regulated utility environment.

ESKOM DISTRIBUTION DIVISION

Customer Executive and Graduate in Training | December 2002 - January 2006

Developed foundational experience across financial management, customer service, regulated-utility operations and stakeholder engagement.

ACADEMIC QUALIFICATIONS

Master of Business Administration (MBA) | Monash University | 2022

Postgraduate Diploma in Business Administration (NQF 8) | University of Pretoria - Gordon Institute of Business Science | 2010

Customer Service Diploma | University of Natal | 2006

Certified Associate | Institute of Bankers South Africa | 2001

Bachelor of Commerce in Financial Accounting | University of Transkei | 1999

Senior Certificate | Nyangilizwe High School | 1995

RELEVANT EXECUTIVE EDUCATION AND TRAINING

Regulating the Digital Economy | Cullen International | 2019

Economic Regulation: Telecommunications | London School of Economics | 2018

The Role of the Company Secretary | Institute of Chartered Secretaries | 2017

Economic Regulation for the Energy Sector | University of Cape Town Graduate School of Business | 2016

Audit and Risk Committee Effectiveness | Institute of Directors | 2015

Scenario Planning | University of Pretoria - Gordon Institute of Business Science | 2012

Auditing: Theory and Practice | University of South Africa | 2002

PROFESSIONAL AFFILIATIONS

Institute of Directors	Member (M.Inst.D)
Institute of Risk Management South Africa	Member (IRMSA)
Institute of Bankers South Africa	Certified Associate

PERSONAL DETAILS

Nationality	South African
Gender	Female
Languages	IsiXhosa and English
Driver's licence	Code 08 / B
Identity number	
Physical address	

REFERENCES

DECLARATION AND CONSENT

I declare that the information contained in this curriculum vitae is true and correct to the best of my knowledge. I consent to the screening process described in the call for applications and to Parliament publishing a suitably redacted version of this curriculum vitae for public comment on my suitability for appointment.

THEMBEKA SEMANE

Date: 19 August 2026