

Nkeko Caroline Mampuru (LLB): Female

SHORT PROFILE

I hold the following qualifications; **B. Proc and LLB** (University of Limpopo) and **Post Graduate Diploma- Executive Development** (UNISA Graduate School of Business Leadership). Premium is put on self-development which led to my enrollment of Masters in Development Studies with the University of Free State. I have in recent times, transitioned from public sector to private sector employment. I have worked briefly for Deloitte and am currently with Absa Pty Ltd since Feb 2021 to date.

CURRENT ROLE: Head; Special Investigations Unit; Absa Pty Ltd (from Feb 2021 – current)

- Within Absa I am the Head: **Special Investigations Unit; Absa**. This Unit is located in Financial-crime under Compliance, and collaborates with other units within the bank to manage the risk exposure associated with banking clients that are implicated in high profile investigations in law enforcement. I oversee and direct risk mitigation for high-risk sectors and segments. The function also conducts reviews on clients that are suspects in syndicates such as gold based Money Laundering, Vat Fraud schemes and exchange control violations. The aim of the function is a specialist role to manage the bank's exposure and mitigate the reputational, financial as well as regulatory risk of clients involved in syndicate crimes. I thus have experience within a financial sector organization.
- Had a short stint with **Deloitte** from Oct 2020 to Jan 2021 as an Associate Director, within the Forensic Space.
- **The Special investigating Unit** (SIU, public sector) from 1 Sept 2017 – 31 March 2020 was my most recent public sector employer in the capacity of a **Deputy Head** of the Organisation (**Special Investigating Unit**) responsible for overseeing Operations and Investigations. I also provided oversight of the organisation, including Finance, Human Resources, Information Technology and other support functions. I led and also participated in the governance structures of the SIU and ensured that they functioned properly. Led and provided guidance in the policy direction of the organization as well as setting up structures and processes for policy development. Led the development of a case management system to ensure the smooth onboarding, processing and reporting of all cases received by the SIU from complainants and whistle-blowers. I exercised oversight of the organizational budgeting cycle, as well as the strategic planning and reporting. Led high-level key stakeholder engagements, and assisted the Head of the Unit to drive business strategy. With me I bring a wealth of experience in leading small, complex public sector organisations, driving strategy and stakeholder management from the Public Sector. My experience has been gathered by holding various key positions including:

- ◆ **Business Executive Investigations:** Auditor-General of South Africa (AGSA) from 1 Jan 2010-Aug 2017 where I led the investigations Business Unit, and ensured strategic alignment with the vision, mission and strategic objectives of the AGSA. Led the budgeting, reporting and all people aspects of running the Unit (Recruitment, performance management, and discipline).
- ◆ **The Chief Director: Public Administration Investigations-Public Service Commission (PSC)** from July 2005 – Dec 2009, where i was responsible for overseeing the planning, execution and reporting phases of investigations and public sector research projects conducted by the PSC.
- ◆ **Snr State Advocate:** National Prosecuting Authority (NPA) from 2001 – June 2005 - Asset Forfeiture Unit (AFU). (Started as State Advocate, and then got promoted). Scrutinize cases presented from other law enforcement agencies, in order to decide on suitability of such cases for asset forfeiture purposes.
- ◆ **Commissioner:** Commission for Conciliation Mediation and Arbitration (CCMA) Mpumalanga from 1999 -2001. Conciliated disputes in a fair, transparent manner and presided over arbitration cases. Have also done work on a part-time basis for the SALGBC and the HWBC.
- ◆ **State Prosecutor:** Middelburg Magistrate's Court from 1997- 1999: responsible for scheduling of court cases, updating of court statistics, and handling of inquest and decision dockets. Running the maintenance function.
- ◆ **NHBRC:** Call centre operator in 1997 -Provide advice to callers and assess if their complaints fall within the mandate of the NHBRC.

CORE COMPETENCIES AND SKILLS

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| ◆ Public Sector legislative Framework (PFMA, MFMA, Treasury Regulations). | ◆ Program and Project Management |
| ◆ Audit processes and methodologies. | ◆ Leadership and team effectiveness. |
| ◆ Excellent report writing and review skills. | ◆ Governance and Parliamentary oversight processes |
| ◆ Investigative Skills, Criminal law & procedure and Labour law | ◆ Leading and chairing strategic initiatives |
| ◆ Build and maintain key relationships in the law enforcement and Public Sector. | ◆ Public Sector Planning, budgeting and reporting cycle |
| ◆ Investigating Financial Crimes | ◆ Risk Management |
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PROFESSIONAL AFFILIATIONS

Institution

Association of Certified Fraud Examiners

Membership Type

Associate Board Member (represented ACFE training interventions on the SADC Region, Zimbabwe, Zambia and SA)

Cricket South Africa

Served as an Interim Board Member

Presented at a number of Regional and local Conferences including:

ACFE: All Africa Conference (SA) and Zambia

Intelligence Transfer

GIBS Business School Round Table on Corporate Governance

EDUCATION AND ACADEMIC QUALIFICATIONS

University of Free State (Incomplete – Studies Paused)

Masters in Development Studies

University of South Africa- UNISA, 2014

Executive Development Course

University of the North (now Limpopo), 1997 LLB

University of the North (now Limpopo), 1996 B.Proc

S J Van Der Merwe High School, 1990

Matric (Grade 12)

Short Courses

Financial Management for Non-Financial Managers- Regynesy April 2007

Time Management- Covey Foundation

Advanced Training in Trial Advocacy- Black Lawyers Association Nov 2001

Numerous Counter Money Laundering and Terror Financing Courses within Absa.

COMPUTER SKILLS AND PROFICIENCY

Substantial experience with the use of computers and conversant with several computer programmes such as;

- ◆ Microsoft office (Word, Powerpoint, and Outlook, Teams)
- ◆ Internet explorer
- ◆ MS Projects
- ◆ Basic ChatGTP AI

EMPLOYMENT HISTORY AND WORK EXPERIENCE

COMPANY	Special Investigating Unit
PERIOD EMPLOYED	01 September 2017 – March 2020
POSITION	Deputy Head of the SIU

Organisation had a total staff compliment of about 650 people

KEY RESPONSIBILITIES

Lead Business strategy development and management

- ◆ Develop and implement strategic plan designed to help SIU achieves its mandate;
- ◆ Create environment for strategic thinking, development and implementation to ensure business expansion and growth;
- ◆ Define company culture (with management team) to ensure implementation and maintenance;
- ◆ Create environment and support management team to enable culture to evolve;
- ◆ Communicate all relevant issues/information to the Head of the Unit and EXCO;
- ◆ Monitor company financial status and budgets;
- ◆ Develop long-term business plan and vision and ensure implementation; and
- ◆ Manage the execution of approved strategies and policies so as to ensure the achievements of the agreed objectives.
- ◆ Support the effective functioning of the governance structures such as POLCOM, Audit Committee and Risk Com.

Lead development and stakeholder management

- ◆ Manage relationships with decision-makers in government;
- ◆ Liaise with SIU Corporate Governance Committee members to manage relationships;
- ◆ Develop and maintain collaborative relationships with government departments, key senior government officials and other institutions in the security sector; and
- ◆ Liaise with Regional Managers regarding potential business and liaise with relevant contacts to secure new business.

Manage and develop executive team

- ◆ Maintain and motivate Regional Heads across 8 Provinces and ensure exceptional performance;
- ◆ Oversee and resolve operational issues, by ensuring appropriate systems and processes for line function;
- ◆ Delegate responsibilities to executive management team;
- ◆ Recruit Executive management team;
- ◆ Manage the development of executive managers; and
- ◆ Counsel and coach executive managers.

Manage operational policies and systems

- ◆ Review of SIU structures, processes and human resources needs;
- ◆ Ensure all departments are fully staffed with "the best people";
- ◆ Develop compliance framework for SIU; and
- ◆ Provide advice and clarification on company policies and procedures to employees.

Viability

- ◆ Contribute to the SIU planning, budgeting and reporting cycle at organisational level.
- ◆ Provide direction and support to the Provincial leadership in order to translate the organisational strategies into specific action plans.

- ◆ Regularly monitor and review Provincial Performance (ENE targets) and proactively take corrective actions to keep plans on track in light of new changes/developments/business needs.
- ◆ Drive business improvement and enhancement by identifying areas where efficiencies can be introduced.

COMPANY

Auditor-General of South Africa

PERIOD EMPLOYED

01 Jan 2010 – 31 August 2017

LAST POSITION HELD

Business Executive: Investigations
Business Unit comprises of 3 centers, and a budget of R24mil. Staff compliment of 37 people.

KEY RESPONSIBILITIES

Value Add

- ◆ Establishing the strategic direction of the IBU and manage the team by ensuring that they are aligned with the vision, mission and strategic objectives of the AGSA.
- ◆ Drive the implementation plan of the portfolio and ensure that the IBU has clear and value adding focus areas.
- ◆ Ensure on-going improvement of the Fraud Risk Detection Analysis that the IBU does.
- ◆ Drive the implementation of commitments and strategies emanating from the PFMA and MFMA planning sessions.
- ◆ Enhance quality outcomes.
- ◆ Ensure the timely assessment and response to requests for investigations during the normal audit cycle.
- ◆ Contribute to the initiatives and priorities of the SCM CoE as per agreed outputs and timeframes.

Visibility for Impact

- ◆ Grow and lead high level stakeholder relationships and interactions (MEC's, HOD's and Portfolio Committees).
- ◆ Visible collaboration with other SAS business units as well as RA to strengthen the integrated audit approach.
- ◆ Drive and lead the integration initiatives of the IBU and Organisation.
- ◆ Leading knowledge sharing and capacity building initiatives through-out the AGSA, to ensure Fraud awareness.
- ◆ Participating and representing the AGSA knowledge sharing interventions at AFROSAI-E level (AFROSAI-E 2016 and IFF 2017).
- ◆ Continuously assess the effectiveness of all critical engagements and interactions (Health and Education (PFMA) Metros and high-capacity Municipalities (MFMA)) and put measures in place address any gaps identified.
- ◆ Conduct regular needs assessments in order to identify opportunities where IBU can add value.
- ◆ Participate and drive integration activities, to ensure understanding of SAS value proposition.
- ◆ Lead and support POLCOM activities.

Viability

- ◆ Contribute to the AGSA planning, budgeting and reporting cycle at organisational level.
- ◆ Provide direction and support to the IBU in order to translate the organisational and BU strategies into specific action plans.
- ◆ Regularly monitor and review IBU BSC (strategic initiatives) and proactively take corrective actions to keep plans on track in light of new changes/developments/business needs.
- ◆ Drive business improvement and enhancement by identifying areas where efficiencies can be introduced.

Drive and lead the development and retention of staff and cultivate a positive culture and climate within the IBU through the following actions:

- ◆ **Talent management:**
 - Identification of critical competencies and key positions for the IBU for capacity building.
 - Succession plans for all levels especially Manager and SM levels, accompanied by targeted development plans and the monitoring thereof.
 - Oversight of overall talent management of the IBU (including adequacy of talent pools).
- ◆ **Change management:**
 - Lead and champion strategic change initiatives for the IBU by effectively managing impact of change on staff; mitigate potential and actual risks; etc. (the change initiatives include amongst other things; SAS integration initiatives; effective participation in the AMP as required).
- ◆ **Employee engagement:**
 - Continuously assess the culture and atmosphere in the IBU by encouraging on going 360 feedback, engagement survey and ODL interventions. Drive the implementation of action plans; monitor progress/ improvements and adjust plans accordingly where appropriate.
- ◆ **People strategy implementation:**
 - Drive the implementation of the People Strategy through the People Plan.
 - Address the gaps identified in the culture survey.
- ◆ Drive the initiatives as identified in collaboration with ODL.

Financial Viability

- ◆ Drive efficiencies in all areas of business.
- ◆ Proactively identify potential financial risks for the BU and put measures to address these to ensure financial viability.
- ◆ Seek innovative ways to save on running costs.

Vision and Values

- ◆ Proactively identify control deficiencies and put measures in place to mitigate these.
- ◆ Monitor the implementation of action plans identified as part of risk management and/or internal audit process.
- ◆ Conduct an IBU focused risk assessment, formulate a risk mitigation strategy and monitor identified risk with support from Risk and Ethics BU
- ◆ Drive the BUs transformation and change agenda and monitor the BUs compliance with the relevant requirements of the AGSA's transformation plan.

- ◆ Manage initiatives for improvement of business process efficiency.

Competencies: The above role has allowed me to strengthen competencies such as;

1. A thorough knowledge of the Public Sector legislative Framework (PFMA, MFMA, Treasury Regulations).
2. A thorough knowledge of audit processes and methodologies.
3. Excellent report writing and review skills.
4. Investigative Skills.
5. Build and maintain key relationships in the law enforcement and Public Sector.
6. Program and Project Management skills.
7. Ability to ensure leadership and team effectiveness.
8. I have a firm understanding of governance and oversight, having served in two Constitutional bodies created to strengthen parliamentary oversight.
9. Leading and chairing strategic initiatives such as POLCOM and HoU forums.

COMPANY	Public Service Commission
PERIOD EMPLOYED	July 2005 – Dec 2009 4 1/2yrs
LAST POSITION HELD	Chief Director: Public Administration Investigations Chief Directorate comprises of 3 Directorates and a budget of 12 Mil., with a staff compliment of 16.

KEY RESPONSIBILITIES

- ◆ Manage the financial and human capital of the Chief Directorate. Chief Directorate comprised of three Directorates and a budget of R12 Mil.
- ◆ Lead and manage investigations relating to procurement, appointment irregularities and financial misconduct in the Public Service.
- ◆ Review of investigation reports.
- ◆ Lead and manage research projects from project conceptualization, methodology, data collation and reporting.
- ◆ Lead stakeholder engagements at Portfolio Committee level.
- ◆ Collate and provide inputs for the budget cycle, strategic planning for the Office and audits.
- ◆ Interview of key witnesses and obtaining affidavits.

Competencies:

1. Firm understanding of Public Sector Planning, budgeting and reporting cycle.
2. Broad and extensive knowledge of the Public Sector Legislative Framework, policies and procedures.

3. Broad understanding of Oversight Institutions Mandates (Including Parliamentary oversight processes).
 4. Basic to adequate research capabilities.
 5. Capacity to perform at EXCO level (As Acting DDG:IAC).
 6. Understanding of governance issues and lapses of governance in the South African Public Sector.
 7. Translating strategy into action.
- i. Ensure team effectiveness.

COMPANY	Asset Forfeiture Unit
PERIOD EMPLOYED	2001 – June 2005 (4yrs)
State Advocate (PTA)	2001- Sept 2004
Snr State Advocate (Middelburg, MP)	Sept 2004- June 2005
KEY RESPONSIBILITIES	
<ul style="list-style-type: none"> ◆ Act as part of team comprised of investigator, advocate and criminal prosecutor. ◆ Assist and support investigations into cases suitable for asset forfeiture. ◆ Draft Court papers and evidentiary files for Applications for preservation and forfeiture of assets. ◆ Liaise with members of SAPS and now defunct DSO (Scorpions). ◆ Data Analysis. ◆ Support to the Labor Relations Unit (Ad hoc basis). ◆ Served on the Panel of Arbitrators for Public Service Bargaining Councils (Additional Remunerative Work on contract basis). 	
Competencies:	
<ol style="list-style-type: none"> 1. Understanding of investigative processes. 2. Interpretation of legislative prescripts. 3. Drafting skills. 4. Application of the law, including law of evidence, civil procedure and criminal law (fraud, corruption e,t,c). 	
COMPANY	Commission for Conciliation, Mediation and Arbitration
PERIOD EMPLOYED	1999 -2001
LAST POSITION HELD	Commissioner (jnr)

KEY RESPONSIBILITIES

- ◆ Conciliation and Arbitration of cases.
- ◆ Drafting of arbitration outcomes.
- ◆ Liaising with employers and complainants.
- ◆ Research on labour law trends.
- ◆ Providing training on alternative dispute resolution.

Competencies:

1. Extensive knowledge of labour law.
2. Alternate dispute resolution capacity.
3. Drafting skills.
4. Computer Literacy.

COMPANY**Department of Justice****PERIOD EMPLOYED****1997-1999****LAST POSITION HELD****State Prosecutor****KEY RESPONSIBILITIES**

- ◆ Guiding the investigative phase and the collection of evidence.
- ◆ Present the State's case in court.
- ◆ Administrative functions relating to cases (decision dockets, court statistics).
Liaising with the police, lawyers and witnesses.

Competencies:

1. Knowledge of criminal law and procedure.
2. Administration and time management.

Referees

Ms Nomkhita Mona
Former Registrar CCMA

Odette Ramsingh
Former Director-General, PSC

Ms Alice Muller
Corporate Executive: AGSA

Pranesh Maharaj
Special Investigations Unit

Thebe Molale
Absa: Chief Compliance Officer ARO