



GOVERNOR'S TALKING POINTS MR. MANDLA DLAMINI'S FAREWELL FUNCTION 31 MAY 2024

Salutation

- Our Guest of Honour
- Dlamini Family
- Deputy Governor
- Bank Management
- CBE Family
- Invited guests
- Ladies and gentlemen

Good afternoon,

1. It is a true privilege to be here today as we celebrate the incredible career of our esteemed Deputy Director – Payments Systems, Mr. Mandla Dlamini. This is a bittersweet occasion, as we say goodbye to a valued leader while also recognizing his immense contributions to the Bank. Mandla joined the Bank in 1987 as a clerical officer in the Internal Audit Department. He has served in various roles until his last one as Deputy Director.
2. Mr. Dlamini's leadership has left a lasting impression on all of us. He is a natural leader, full of energy, and possesses a remarkable ability to connect with people. His humour, friendliness, and sociability made him not just a respected leader, but also a well-liked colleague. Some of the staff members will recall that Mandla changed the profile and impact of the CBE Sports Club



over a five-year period up to the year 2000, some still refer to him as “Chairman” to date.

3. Also of note is his membership and Chairmanship of the CBE Retirement Fund Board of Trustees from 2008 to date. However, this was not at his will but the staff members have been pleading for his support in the management of the Fund but unfortunately it became indefinite and forever. Through his leadership, he was seconded to the Board of Directors at Greystone Partners Limited where he has also overstayed his term from 2011 to December 2023. Again, this was due to re-appointments made by private investors in private equity.
4. This is a quality I would like to highlight for all of us, especially those in leadership positions. Creating a positive and welcoming work environment is crucial for fostering productivity and teamwork. Mr. Dlamini understood this instinctively, and it is a valuable lesson we can all learn from.
5. Mr. Dlamini's dedication extended beyond the Bank walls. He is known as a remarkable family man, a farmer, a loyal friend, and a thoughtful person. This dedication to a well-rounded life speaks volumes about his character. He truly embodied the concept of "**work hard, play hard,**" finding a healthy balance that fuelled his success in both areas. This is another lesson we can take from Mr. Dlamini.
6. It is important to celebrate his life's achievements, big and small. As we did with the successful 50th anniversary event and the celebratory staff party afterwards, taking time to acknowledge accomplishments keeps us

motivated and fosters a sense of community. Let us all strive to create that balance and celebrate the wins, both personal and professional.

7. Mandla has been instrumental in the advancement of Eswatini's payments systems landscape. Highlight of these is the development of a strong payments' regulatory framework and reform as well as the ongoing implementation of the national payments switch project. Developments in the legal framework includes promulgation of the National Payments System Bill 2022 into law in June 2023. He remained the business lead through-out the promulgation structures up to the two (2) houses of Parliament.
8. Through his leadership, the Bank continued to monitor payment operations in the Eswatini ecosystem and conducted inspections on designated payment systems and mobile money transfer services to ensure that payment systems continue to make financial transactions efficient, secure, and reliable.
9. Not only that, Mandla has been the driven force behind the implementation of the National Payments Switch Project featuring a Fast/Instant Payments, Open Banking, Card-based Point of Sale and Card-based Automated Teller Machine Modules. It is through his contribution that just before end of next month, the Fast/Instant Payments Module is scheduled to go live. His unwavering commitment to excellence has ensured the smooth flow of financial transactions, a cornerstone of a healthy and stable economy.
10. It is through his dedication that he was appointed into SADC Payments System Subcommittee, which was instrumental in implementation of the

SADC-RTGS in 2013, contributed in payment projects in the CMA and COMESA region on issues of safe, efficient and cost effective cross-border payment systems, to name but a few.

11. His role in the subcommittee looking at continental financial market infrastructures under the Association of African Central Banks Governors has not gone unnoticed. The Afreximbank proposition of building and rolling-out the Pan African Payment and Settlement System (PAPSS) remains one of the pipeline projects he participated in that requires careful consideration to support intra-Africa trade and to avoid cannibalisation of existing payment systems.
12. But Mandla's impact goes beyond technical prowess. He is a true mentor, always willing to share his knowledge and guide others. His insightful perspective and collaborative spirit fostered a supportive environment where everyone could learn and grow. We will miss his presence in the team immensely.
13. Mandla, on behalf of the entire CBE family, we want to express our sincere gratitude for your leadership, dedication, and friendship. We wish you all the very best in your well-deserved retirement. We hope you enjoy this next chapter filled with relaxation, adventure, and whatever brings you joy!

I thank you all Ladies and Gentlemen!!!