



Carlo Baptista

Portfolio & Transformation
Advisory

ZAR 3.2B

Book of Work today, 150 initiatives

ZAR 5B

Peak portfolio governed

25+

Years of experience

12

Countries

Contact

carlobaptista@gmail.com

+27 82 826 3715

linkedin.com/in/carlobaptista

carlobaptista.com

Based and available

Johannesburg. Dual South African and Portuguese (EU) national with full working rights in South Africa and the EU. Remote globally; on site across Africa, Europe and the Middle East.

Senior advisory for organisations navigating complex, high-stakes change.

How I help

Portfolio Governance & PMO Design

Governance frameworks, benefits realisation and reporting that give leadership real visibility.

Strategic Transformation Leadership

Senior leadership for separations, mergers and digital overhauls at scale.

Executive Advisory & Fractional Leadership

Board and ExCo advisory, fractional portfolio leadership, or a trusted sounding board.

AI for Portfolio & Programme Management

Practical guidance on where AI genuinely changes portfolio governance, plus a masterclass for PMO and change leaders (in development).

Track record

2020 - Present

Absa Group, Head of Strategic Portfolio Management

Book of Work of ZAR 3.2B across 150 initiatives, peaking at ZAR 5B. Built the benefits framework where none existed, with a 2026 target of ZAR 1.1B in direct incremental benefits.

Nov 2017 - 2020

Absa Group, Head of Planning & Design: Absa/Barclays Separation

283 projects, 3,000+ milestones, ZAR 12B budget. On time and under budget.

2015 - 2017

Barclays Africa, Head of Change Strategy & Governance (contract, through own firm)

ZAR 800M portfolio across 120 projects in 11 African countries.

2010 - 2015

Barclays Africa, Regional Head: Strategic Change / Head IT Service Manager

IT service delivery across 13 banks in 12 countries. High-severity incidents down 50%.

2007 - 2010

Standard Bank, Senior Project & Programme Manager

Murex FX upgrade, High Availability DR and Calypso integration across 30 Treasury systems.

What clients and colleagues say

"He was a key contributor to our overall success in landing one of the most complex programmes of work in banking between 2017 and 2020. A rare talent indeed."

Willie van Zyl, Group CEO, Izwe Africa Group (then Chief Separation Officer, Absa Bank)

"He has repeatedly demonstrated reliability, integrity and professionalism. I recommend him highly as someone who always adds value to the team."

Jamie Loden, COO, I&M Bank (then Director, COO Strategy and Change)

Credentials

BSc (Hons) Digital Technology, Dublin Institute of Technology. Oxford Fintech Programme, Said Business School. IMD: Inspirational Leadership; Leading Digital Business Transformation & AI (2024 - 2025). Lean Portfolio Management, Scaled Agile. PRINCE2 Practitioner, P3O Foundation, LeSS Practitioner.