



JAUTUMDJO



SOUTHERN AFRICA INSURANCE INDABA 2025: “REIMAGINING  
INSURANCE: UNLOCKING ECONOMIC POTENTIAL AND BUILDING  
RESILIENCE IN AFRICA.”



DO GREAT THINGS EVERY DAY



# STRATEGIC LEADERSHIP FOR RESILIENT INSURANCE IN AFRICA

*Lindah Mariwande*  
*General Manager, Old Mutual Life Assurance Company*



- Africa's insurance sector at a turning point- AFCTA provides an opportunity for deepening the sector
- Disruptions demand adaptive, strategic leadership
- Leadership is key to unlocking economic potential



# 1. STRATEGIC LEADERSHIP MATTERS

- Insurance penetration below 3% vs 7% global (AIO 2024)
- Large youthful population, median 15-21 against a global average of 30
- Climate risk, economic volatility & disruption accelerating
- Regulatory scrutiny is increasing
- Rapid digital & InsurTech growth , high mobile phone penetration
- Large informal market
- Low industrialisation



“Vulnerability is in fact an opportunity”  
T Chinamo

“ Protection gaps will not close themselves”  
Hon DK Munangagwa



## 2. THE NEW STRATEGIC LEADER

- Shift from control to adaptive, visionary leadership
- Tech-enabled data driven decision-making
- Balancing short-term pressure & long-term transformation
- Risk stewardship and capital strategies
- Lobbying for adaptive governance and policies
- Customer education and advocacy
- Partnerships and ecosystems

“When disaster strikes, it’s the vulnerable who suffer the most” L Mariwande



### 3. BUILDING ORGANIZATIONAL RESILIENCE

- Resilience is structural, not just crisis management
- Capital & reinsurance diversification
- Operational readiness & BCPs
- Geographic/product diversification
- Digital & mobile distribution diversification
- Strengthening capital buffers & reinsurance
- Embedding ERM into strategy
- Legacy system modernization



## 4. DIGITAL TRANSFORMATION & INNOVATION

- Africa's advantage: mobile-first markets,
- Ecosystem partnerships (telcos, banks, e-commerce)
- API-first modular systems, partner invest insurTech, fintechs
- AI, IoT, satellite data for underwriting & claims





## 5. BALANCING SHORT-TERM VS LONG-TERM

- Dual-track leadership approach
  - Defensive: Liquidity, solvency, simplified exposure
  - Offensive: Tech, talent, climate-resilient underwriting
- Resilience & innovation ring-fenced budget
- Short-term: Cost, liquidity, efficiency
- Long-term: New markets, ESG, alternative risk financing



## 6. COLLABORATION AS A RESILIENCE MULTIPLIER

- Regional risk pools (ARC)
- Cross-sector coalitions: Agritech, fintech, telcos
- Shared modelling & data consortia
- Public-private climate insurance partnerships
- Cross-border regulatory harmonization
- Reinsurance partnerships
- Joint InsurTech innovation labs
- Data-sharing for better underwriting



## 7. THE FUTURE STRATEGIC LEADER

- Purpose-driven & impact-focused;
- Digitally fluent & innovation-oriented
- Skilled in multi-stakeholder ecosystems
- Strong ESG integration capability, holistic risk & resilience approach





**THANK YOU**

