



CFO WORLD CONGRESS
Africa driving global change

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SOUTHERN AFRICAN INSTITUTE
FOR BUSINESS ACCOUNTANTS

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INTERNATIONAL ASSOCIATION OF
FINANCIAL EXECUTIVES INSTITUTES

46th IAFEI World Congress

The global network event for CFOs

Africa driving global change

8 – 11 November 2016, Cape Town International Convention Centre, Cape Town, South Africa

Pre-Congress meetings: Tuesday 08 November, 2016: IAFEI Board and Committee meetings

EXCOM:	Morning meeting
BOARD:	Afternoon meeting
IAFEI CONGRESS:	Welcome cocktail and reception
BOARD DINNER:	Board Dinner reserved to the IAFEI ExCom, Advisory Council, Institute's delegates

Conference Day One: Wednesday 09 November, 2016: Policy, politics and regulation

8.00 – 9.00 **Registration and refreshments**

09.00 - 09.15 **Welcome Address from IAFEI/SAIBA**

African Member Institute's President
Professor Dovhani Thakhathi | President | Southern African Institute of Business Accountants (SAIBA) (**South Africa**)

IAFEI Chairman
Fausto Cosi | Chairman | International Association of Financial Executives Institute (IAEFI) (**Italy**)

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09.15 - 09.25

Official Opening of the 46th Annual IAFEI World Congress

Thomas Moyane | Commissioner | South African Revenue Service (SARS) (South Africa)

09.25 - 09.30

Opening address from the Chair

Professor Dovhani Thakhathi | President | Southern African Institute of Business Accountants (SAIBA) (South Africa)

09.30 - 10.00

Keynote Address

Manenzhe Manenzhe | Chief Financial Officer | Parliament (South Africa)

10.00 - 11.00

Keynote Presentation: Global reality: The state of the world 2016

Demographics, population growth, economic uncertainty, economic growth, urbanisation, globalisation, manufacturing, logistics and infrastructure. What is the impact of these global trends on the future of Africa given the latest technological developments in energy, water conservation, carbon reduction, recycling, power transmission, alternative power generation and medicine?

Daniel Silke | Political Economy Analyst, Futurist and Author | Political Futures Consultancy (South Africa)

11.00 - 11.30

Morning refreshments and networking

11.30 - 12.15

Technical Session 1:
Examining the ramifications of Brexit and what it means for the EU and the global economy

- Understanding the background to Brexit and the reasons for the UK's decision to leave the European Union (EU)
- What are the likely implications for the EU and the wider economy?
- Evaluating alternative trading options between the UK and the EU and also the rest of the world post-Brexit

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- Examining the current migration crisis in Europe – to what extent did this contribute to Brexit and what are the further implications for the EU?
- Predicting the likelihood of further EU member states leaving the EU and the potential break-up of the Union: does this mean the end of the trend towards consolidation into larger trade blocs?

Moderator: Dr Renosi Mokate | CEO and ED | UNISA SBL (South Africa)

Panellist: Willemien Viljoen | Researcher | Tralac (South Africa)

Panellist: Fausto Cosi | CEO of the IRPLAST Group | Chairman of IAFEI (Italy)

Panellist: Janet Taylor-Hall | Chief Executive Officer | Cognia Law (South Africa)

12.15 - 13.00

Technical Session 2:

Analysing the latest developments in Base Erosion and Profit Shifting (BEPS)

- Implementation of the BEPS project and the EU action
- Mandatory exchange of rulings
- Country by country reporting
- Draft Anti-Tax Avoidance Directive
- The commitment to implementing the automatic exchange of information
- Improving the implementation of international standards on transparency
- Exploring tax policy's role in increasing tax certainty to promote trade and investment in a world where value creation is changing
- Understanding the BEPS Peer Review
- The development of the eight toolkits to support implementation

Moderator: Adv Eric Mkhawane | Chief Executive Officer | The Office of the Tax Ombud (South Africa)

Panellist: Keith Engel | CEO | South African Institute of Tax Professionals (SAIT) (South Africa)

Panellist: David Lermer | Director Corporate International Tax Leader | PwC Africa (South Africa)

Panellist: Prof. Piergiorgio Valente | Founder & Managing Partner | Valente Associati GEB Partners | Chairman International Tax Committee (Italy)

Panellist: Prof Jennifer Roeleveld | Director: Tax Institute for Fiscal Research Faculty of Commerce | University of Cape Town (South Africa)

Panellist: Tebogo Mathosa | Manager: Audit | South African Revenue Service (SARS) (South Africa)

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13.00 – 14.00

Lunch

14.00 - 14.45

Technical Session 3:

Africa: The state of the continent and who is winning the African race

The Africa Competitiveness Report 2015 provides detailed competitiveness profiles for the 40 African countries included in the World Economic Forum's Global Competitiveness Index. The report provides country-specific context and highlights the unique challenges facing economies. In this session the panellists, CFOs from African countries, will consider how to enhance African competitiveness in order to attract multinational company investment. Issues that will be discussed include:

- Areas that require policy action and investment to ensure Africa's sustained growth
- An analysis of Africa's most pressing competitiveness challenges
- The barriers and difficulties that have been preventing Africa's economies from reaching their full potential
- The role and potential of the agriculture sector, which provides employment for a large share of the working population
- The service sector and how to reap the full benefits of this increasingly prominent sector
- The role of the manufacturing sector in Africa's development
- What government, business, development partners and community leaders can all do, individually and collectively, to support Africa's journey towards sustained growth and shared prosperity
- Ensuring that policies and their implementation are consistent across time and national boundaries *

* (The Africa Competitiveness Report 2015, World Economic Forum)

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Moderator: Michael Avery | Anchor | Classic Business (South Africa)

Panellist: Peter Crawley | MD, Treasury & Trade Solutions Head, Sub-Saharan Africa | Citi (South Africa)

Panellist: Fabian Cazares | CFO / Head of Finance Southern Africa | Philips Healthtech (South Africa)

Panellist: Pieter de Jager | CFO | Tanga Cement PLC (South Africa)

Panellist: Hannah Edinger | Associate Director | Deloitte Africa (South Africa)

14.45 – 15.30

Technical Session 4:

The role of the rating agencies – political meddling or objective assessments?

The “Big Three” credit rating agencies - Moody’s Investor Service, Standard & Poor’s and Fitch Ratings - are a powerful oligopoly and financial market regulations in many countries contain extensive references to ratings. However, the widespread use of credit ratings for regulatory purposes can have a number of unintended effects. Considering the upcoming review of South Africa's credit rating in November, the panellists will consider the following:

- To what extent are financial markets overly reliant on credit ratings?
- Examining the possible ramifications of a downgrade to junk status for South Africa
- How are ratings calculated: are rating agencies overly pessimistic, do they take into account the strengths of local economies or are they politically motivated?
- How closely linked are corporate and sovereign debt ratings?
- What is the impact of credit ratings on capital structure decisions?

Moderator: Hilary Joffe | Editor-at-Large | Business Day (South Africa)

Panellist: Hiroaki Endo | Vice President of T. Rowe Price Group, Inc | Area President of Asia for IAFEI (Japan)

Panellist: Xhanti Payi | Economist | Nascence Advisory and Research (South Africa)

Panellist: Jones Gondo | Credit Research Analyst | Nedbank Corporate and Investment Banking (South Africa)

Panellist: Dr. Mampho Modise | Chief Director Strategy and Risk Management | National Treasury (South Africa)

Panellist: Nerina Visser | CFA | ETF Strategist & Advisor (South Africa)

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15.30 – 16.00	Afternoon refreshments and networking
16.00 – 16.45	<p>Technical session 5:</p> <p>Adding value through corporate governance and what we can expect from King IV</p> <ul style="list-style-type: none">• Debunking the myth that shareholders own the company• Shareholder primacy is yesterday's thinking• The enlightened shareholder approach retains the divide between financial, social and natural capitals• Understanding the fundamental concepts of King IV. <p>Prof Mervyn King Senior Counsel and former Judge of the Supreme Court of South Africa Chairman of the King Committee on Corporate Governance in South Africa</p>
16.45 – 17.45	<p>Technical Session 6: Corporate Governance Discussion</p> <p>Moderator: Michael Sass (South Africa)</p> <p>Panellist: Eduardo Francisco President BDO Capital & Investment Corporation Vice Chairman for International Association of Financial Executives Institutes (IAFEI) (Philippines)</p> <p>Panellist: Linda de Beer Independent Non-Executive Director Chairman IT Committee Sasfin Bank Ltd (South Africa)</p> <p>Panellist: Prof. Barry Ackers Senior Lecturer University of South Africa (Unisa) (South Africa)</p>
17.45 – 17.55	Closing Remarks from the Chair
17.55 – 18.00	Close of Day One
19.30	<p>Evening Gala Dinner: The Rotunda, Bay Hotel - Formal Dress</p> <p>MC: Professor Dovhani Thakhathi President Southern African Institute of Business Accountants (SAIBA) (South Africa)</p>

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Conference Day Two: Thursday 10 November, 2016: Practical challenges facing the CFO

07.30 – 08.20 **Early-morning refreshments and networking**

08.20 - 08.30 **Opening address from the Chair**

Nicolaas van Wyk | CEO | SAIBA (South Africa)

08.30 – 09.15 **Technical Session 1:
Cybersecurity and the CFO**

- Keeping up to date with the latest cybersecurity risks and developing adequate measures to prevent breaches
- Quantifying the cost of securing your data and understanding the potential financial impact of a security breach
- Analysing the increasing regulations and regulatory oversight concerning cybersecurity and information privacy and ensuring compliance
- Protecting your corporate reputation and brand against the fallout from a security breach

Moderator: Carl Wöcke | Predictive Analytics and Artificial Intelligence | Merlynn Specialised Software Development (South Africa)

Panellist: Nathan Desfontaines | Cyber Security Manager | KPMG (South Africa)

Panellist: Dr. Conchita L. Manabat | President of the Development Centre for Finance in the Philippines | Chair of the Advisory Council of IAFEI (Philippines)

Panellist: Martin Butler | Head: MBA Programme | University of Stellenbosch Business School (South Africa)

Panellist: Linda de Beer | Independent non-executive director | Chairman IT Committee Sasfin Bank Ltd (South Africa)

Panellist: Kris Budnik | Director | PwC Africa (South Africa)

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Morning Session: Stream One

Chairperson: Nicolaas van Wyk | CEO | SAIBA (South Africa)

09.15 – 10.00

Technical Session 2:

A CFO perspective on technological innovation and its implications for business

Given the speed of technological change within an increasingly interconnected world, technology is rapidly transforming many aspects of life, including economies, businesses, customers, finance and banking. What is the CFO's role when it comes to technology innovation and how can (s)he keep up to speed with the latest technological developments? Panellists in this session will discuss the following:

- The increasing use of technology, particularly in the context of data, management information systems and analytics, and how this is influencing the CFO position
- Evaluating investment decisions on technology areas which CFOs might not fully comprehend and for which direct rewards are ill-defined
- What is the relationship between the CFO and CIO and how can they work better together to ensure that the appropriate technology is implemented at the right time to increase productivity and profitability?

Moderator: Carl Wöcke | Predictive Analytics and Artificial Intelligence | Merlynn Specialised Software Development (South Africa)

Panellist: Louw Barnardt | Managing Director | Outsourced CFO (South Africa)

Panellist: Michael Jordaan | Montegray Capital | ex CEO FNB | Venture Capitalist (South Africa)

Panellist: Frederic Doche | CEO | Decision Performance Conseil | DPC Asia (France)

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10.00 – 10.45

Technical Session 3:

Stakeholder Relationships as new frontier of value creation in business

- Case for stakeholder relationships in corporate governance. Broader society vs narrow society.
- How and why has King IV linked stakeholder inclusivity with responsible investing?
- Shareholder return vs stakeholder return – business creates value for itself and its stakeholders
- Do we view stakeholder relationships in terms of cost or value drivers...in terms of risk or opportunity?
- Stakeholder relationships and sustainability
- Where should the stakeholder agenda be located within a company? Do we need new a Relationship Officer as Prof King has proposed? Or restructure the Corporate Affairs function?
- Understanding the dynamics of measuring the quality of relationships with key stakeholders and featuring quality statement in the Integrated Report

Moderator: Nishant Saxena | Regional CFO and Executive Director - Business Development for Sub-Saharan Africa | Cipla **(South Africa)**

Panellist: Michael Lasch | CEO | The Global Platform for Intellectual Property **(South Africa)**

Panellist: Eduardo Francisco | President | BDO Capital & Investment Corporation | Vice Chairman for International Association of Financial Executives Institutes (IAFEI) **(Philippines)**

Panellist: Ricardo Botas | Finance Director at Samsung Electronics **(South Africa)**

Panellist: Ncaba Hlophe - CEO Stakeholder Relationship Assessments (Part of King IV Stakeholder Committee) **(South Africa)**

10.45 – 11.15

Morning refreshments and networking

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11.15 – 12.00

Technical Session 4:

Success strategies for implementing corporate sustainability initiatives

- Evaluating overall business value in terms of the “triple bottom line”, i.e. the environmental, social and financial impact
- Examining the link between sustainability and financial performance and aligning sustainability initiatives with business strategy
- Meeting the challenges of implementing sustainability initiatives, including: the cost of capital investment, gaining executive committee buy-in and demonstrating ROI
- Looking at the impact of social media in terms of its ability to put corporate behaviour and sustainability activities in the spotlight and how to leverage this

Moderator: Teresa Malevu | Corporate Social Responsibility Strategy | Imbeleko-Yesizwe Social Development Agency (South Africa)

Panellist: Luiz Calado | Managing Director of BRAiN | Vice-Presidente of the Financial Executives Institute of Brazil

Panellist: Michael Kloss | CEO & Chairman | Bosch (Pty) Ltd (South Africa)

12.00 – 12.45

Technical Session 5:

Public administration management – the role of the public sector CFO

Effectiveness and efficiency of a country's public sector is vital to the success of development activities. Sound financial management is a critical element in ensuring good delivery of public services. During this panel the following topics will be discussed:

- Enhancing integrity within the public service
- Effective disciplinary measures
- Public servants doing business with the state
- Minimum norms and standards in key dimensions of public administration for both the public service and municipalities
- The establishment of the Office of Standards and Compliance
- The National School of Government to be positioned as a higher education institution

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Moderator: Yvonne Chetty | CFO: Finance & SCM | Department of Energy (South Africa)
Panellist: Werner van der Merwe | CFO | Technology Innovation Agency (South Africa)
Panellist: Dumisani Dlamini | CFO | National Arts Council | 2016 Young CFO of the Year Award | 2016 Public Sector CFO of the Year (South Africa)
Panellist: Prof. Lana Hanner Weldon | Department Accounting | University of Fort Hare (South Africa)

12.45 – 13.30

Lunch

Morning Session: Stream Two

Chairperson: Keith Engel | CEO | South African Institute of Tax Professionals (SAIT) (South Africa)

09.15 - 10.00

Technical Session 6:

**Business Process Outsourcing (BPO) / Captive Shared Services Centers (SSC):
Analysing the reasons behind South Africa's growing importance as a BPO / SSC destination**

- Examining the difference between offshore and nearshore outsourcing and the pros and cons of each business model
- Understanding the different outsourcing options
- back office outsourcing (administration and support personnel)
- front office outsourcing (client-facing and customer-related services)
- Looking at South Africa's attractiveness in terms of a BPO / SSC destination, particularly for:
 - information technology-based (ITES-BPO)
 - knowledge process outsourcing (KPO) and
 - legal process outsourcing (LPO)
- Examining government support for BPO / SSC in South Africa, including state-backed incentives such as start-up and expansion grants
- What opportunities exist in the rest of Africa for BPO / SSC?

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Moderator: Armand Angeli | President of DFCG International and President IAFEI for EMEA (France)

Panellist: Jean-Claude de Vera | Vice President Global Business Services at LafargeHolcim (France)

Panellist: Premysl Trojan | COO / CFO | Clifftop Colony (Pty) Ltd (South Africa)

Panellist: Janet Taylor-Hall | Chief Executive Officer | Cognia Law (South Africa)

Panellist: Pieter du Preez | Corporate Senior Vice President | WNS Global Services SA (Pty) Ltd | Business Processing Enabling South Africa (BPESA) (South Africa)

10.00 – 10.45

Technical session 7:

Managing the evolving relationship between the CEO and CFO - winning through financial leadership

- Understanding the role of the CFO in assisting the CEO with strategic issues, especially for listed companies, by developing relationships with investors, analysts and opinion-leaders in driving the development of the company's strategic direction
- Succession planning: retaining CFO intellectual property while at the same time equipping the CFO to move up to a COO or CEO post
- Effectively leading staff at all levels and ensuring that everyone understands the importance of their contribution while striving for continuous improvement in a constantly changing environment
- Developing meaningful relationships with both internal and external stakeholders

Moderator: Roy Clark | Managing Director | ClarkHouse Human Capital (South Africa)

Panellist: Kholeka Zama | CFO | Wesgro (South Africa)

Panellist: Eduardo Francisco | President | BDO Capital & Investment Corporation | Vice Chairman for International Association of Financial Executives Institutes (IAFEI) (Philippines)

Panellist: Sean Doherty | CFO Investment Banking | Standard Bank (South Africa)

10.45 – 11.15

Morning refreshments and networking

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11.15 – 12.00

Technical Session 8:

Managing market risk: how can CFOs best manage the current market and currency volatility?

- Meeting the challenges of running a business in an era of economic instability, currency volatility, political uncertainty, a commodity prices slump, a slow-down in the Chinese economy and a global bear market in equities
- What is the likely impact of Brexit on the economy and how should CFOs respond?
- To what extent do political uncertainty and market and currency volatility affect shareholder value and what impact does this have on individual businesses and the economy?

Moderator: Andre Cilliers | Director | Treasuryone (South Africa)

Panellist: George S. Chua | CEO | Bayan Automotive Industries Corporation | President of the Financial Executives Institute of the Philippines (FINEX)

Panellist: Dominique Chesneau | Managing partner TRESORISKCONSEIL | Chairman International Treasury Committee (France)

Panellist: Bikash Prasad | Senior VP & CFO (Africa & Middle East) Olam International | 2016 CFO Award Winner: Moving into Africa Award (South Africa)

Panellist: Manenzhe Manenzhe | Chief Financial Officer | Parliament (South Africa)

12.00 – 12.45

Technical Session 9:

The challenges and opportunities for medium-sized businesses in Africa

This session will discuss the issues that are of particular concern to CFOs of the mid-tier company (R50 million to R1 billion turnover). Panellists will discuss the following:

- How strategic objectives and priorities differ between corporates and medium-sized businesses and the implications for the CFO
- The heavy compliance and regulatory burden placed on SMMEs and how it is affecting their ability to do business
- What political and economic structures are needed to facilitate growth and innovation in mid-sized organisations?

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- Identifying opportunities for medium-sized companies to grow: taking advantage of new markets

Moderator: Faith Ngwenya | Technical Executive | SAIPA (South Africa)

Panellist: Ben Jordaan | Senior Lecturer: Business Management | University of Fort Hare (South Africa)

Panellist: Professor Dovahani Thakhathi | President | Southern African Institute of Business Accountants (SAIBA) (South Africa)

12.45 – 13.30

Lunch

IAFEI Working committee round tables

13.30 – 18.00

Technical Session 10:

International and local experts together with IAFEI Committee discuss latest reports and developments in:

13.30 – 14.30

International Tax Committee

Managing Tax Planning and Minimizing Tax Risks: How CFOs Must Square the Circle?

The panel will discuss the following points:

- Tax Good Governance and Risk Minimization within the Current International Tax Framework – Some Insights for CFOs
- Tax Advisor's Strategic Role in Advising and Managing Tax Risks
- Tax Planning/Mitigation and the Tax Risk – The Way Forward
- Doing Business in Africa – Identifying, Monitoring and Managing Efficiently the Tax Risk

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Moderator: Dr. Conchita L. Manabat | President | Development Centre for Finance in the Philippines | Chair of the Advisory Council | IAFEI **(Philippines)**
Panellist: Bikash Prasad | Senior VP & CFO (Africa & Middle East) | Olam International | 2016 CFO Award Winner: Moving into Africa Award **(South Africa)**
Panellist: David Lerner | Director Corporate International Tax Leader | PwC Africa **(South Africa)**
Panellist: Mohamed EL FEZZAZI | Head of Tax North Africa | DHL **(Morocco)**
Panellist: Barbara Curson | Senior Manager Tax Avoidance & Reportable Arrangements | South African Revenue Service (SARS) **(South Africa)**

14.30 – 15.30

International Observatory of Management Controller Committee

2016 results of International Observatory of Management Control

For the sixth year in a row, the Management Control Committee is pleased to present the 2016 results of the International Observatory of Management Control, a survey managed by DFCG (the French CFO and Management Controller association) in partnership with Decision Performance Conseil.

In a context of digitization of the economy, the Finance function is now transforming itself, and more specifically management control is now focusing on new priorities.

Beyond the fundamentals of the business, the edition 2016 is intended to highlight the impact of digital transformation on the management control, including Big Data projects and enterprise data management, as well as new trends that should impact the role and the competencies of the management controller.

Presenter: Frederic Doche | Chairman of the IAFEI Management Control Committee | Vice-President DFCG International **(France)**

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15.30 – 16.15

International Treasury Committee: Uberisation of the Treasury Function?

Moderator: Andre Cilliers | Director | Treasuryone

Panellist: Dominique Chesneau | Managing partner TRESORISKONSEIL | Chairman
International Treasury Committee (France)

Panellist: Dr. Mampho Modise | Chief Director Strategy and Risk Management | National
Treasury (South Africa)

16.15 – 16.30

Afternoon refreshments and networking

16.30 – 17.15

International Financial Reporting Standards (IFRS) Accounting Principles Committee

Moderator: Nicolaas van Wyk | CEO | SAIBA (South Africa)

Panellist: Jean-Luc Michel | Chief Accounting Officer, Nissan Europe | Representative of the
IAFEI (preparers) at the IAASB and IESBA CAGs of IFAC (France)

Panellist: Steven Firer | Head of Technical and IFRS Advisory | Nkonki (South Africa)

Panellist: Prof. Sean Weldon | Associate Professor | University of Fort Hare (South Africa)

17.15 – 18.00

Anti-corruption Committee

The panel will describe the main typologies multinationals are facing today on corruption such as: bribe, extortion and its connection with money laundering and risks such as “panama papers”. They will also address the tremendous efforts France, USA, UK and ASIA are doing to prevent and face the threats corruption and money laundering pose to the modern C-Suite, especially for the CFOs. The panel will address the audience from an in-house and external point of view based on ethics and a risk-based-approach.

- Anticorruption and Anti-Money Laundering: In-house and Out-house Implications for the C-Suite
- Presentation of the Anti-Corruption Guidelines for Anti-Corruption Committees in the Financial Executives Associations

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CFO WORLD CONGRESS

Africa driving global change



Moderator: Jaco de Jager | CEO | Association of Certified Fraud Examiners - SA Chapter (South Africa)

Panellist: Juan Alfredo Ortega | VP Finance Latin America McGraw Hill Education | President for the America's chapter of the IAFEI (Mexico)

Panellist: Luis F. Ortiz | Partner of OCA LAW FIRM | Founder and chairman of the Anti-Corruption Committee of the Mexican Financial Experts Institute (IMEF) (Mexico)

18.00 – 18.15 Announcement: New set of officers of IAFEI and a brief presentation by the host institute for 2017 IAFEI World Congress.

18.15 Closing Remarks from the Chair

Professor Dovichani Thakhathi | President | Southern African Institute of Business Accountants (SAIBA) (South Africa)

18.30 Close of 46 IAFEI World Congress

Conference Day Three: Friday 11 November, 2016: Tours and Excursions

09.00 Meet and Investment Introduction
(*The City of Cape Town showcases local investment opportunities)

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