

CURRICULUM VITAE

Zakariya Hoosain

Synopsis:

- Chartered Accountant (SA), Registered Auditor, BCompt, CTA, Adv Dip Auditing (Post Grad), Certificate in Risk Management Assurance (CRMA)
- Over 20 years overall experience in Financial Management and Audit in both Public Service and Private Sector, Governance, Assurance (Internal and External Audit), Financial Management Systems; of which 12 years is in an Executive Role
- Change Enablement and Strong People Empowerment focus
- Strong IGR and inter-personal capability through effective communication and dialogue
- Excellent problem-resolution and conflict management abilities
- Believer in building excellence at all levels of the organisation
- Understand that technology is key for business efficiency and innovation
- Significant experience with state finances and public administration, audit and public sector experience: 10 years rendering audit related services (MAC/RAC, Departments, Entities, Municipalities), 6 years as audit committee member in the public sector, as well as several quality control engagements for the AGSA
- SAICA National Council member representing the Public Sector

OVERVIEW

I have been in executive roles in the Private Sector as a Partner in a Professional Services audit firm, as well as Head of the Provincial Treasury in the Public Sector, responsible for the Financial Governance of the Province's Finances in excess of R65bn as well as oversight of the 28 delegated municipalities. I have a **sound track-record in driving Operation Clean Audit** in the Western Cape, the highest count country-wide.

Being in an executive role, I have honed my people management, change management and leadership skills. I have fully embraced my inclusive leadership style as an asset. I have a strong understanding of strategy; the role culture plays in an organisation and its link with achieving outcomes; as well as how to use institutional systems to execute it. This encompasses an understanding of systems thinking methods and principle-based approaches in applying change theory to execute of the organisation's strategy.

I am well-trained in various management tools, including delivery unit methodology, and Harvard's Problem-Driven Iterative Adaptation (PDIA) methodology. The experience I have gained during the various crisis and disasters in the province has helped build my resilience and agility.

I have significant audit and public sector experience: 10 years rendering audit related services (MAC/RAC, Departments, Entities, Municipalities), 6 years as audit committee member, as well as several quality control engagements for the AGSA.

In addition to the management experience, I am well-versed in finance, public sector finance legislation, supply chain, governance, ICT and systems, infrastructure delivery and reporting. My experience also includes private sector and public sector audits, rendering of fully outsourced internal audit and risk management functions, independent quality control reviews and facilitated various alternative dispute resolution mechanisms during technical differences of opinion in a professional manner.

I am comfortable in most organisational settings, including and understanding of how to deal with complexity and change. My personal values play a pivotal role in my decision-making and how I deal with people across all levels.

My personal ethics and approach to people, together with my broad experience, has enabled me to interact well with individuals and teams of people diverse in culture; an invaluable set of skills that I have been able to leverage well in order to become a trusted advisor.

I can dispense advice, provide counsel to young and old, engage effectively in and outside the organisation. I consider myself to be hardworking, motivated and efficient. I have an excellent work ethic with an ability to conceptualise as well as problem-solve complex issues. I have a strong client care ethos and well-developed interpersonal skills, which allows for a great relationship with clients, peers and political stakeholders. I have a positive attitude no matter how enormous the task and am committed to achieving excellence in whatever I undertake, not negotiable. My personal belief is to lead with humility.

I have presented to various standing committees; facilitated workshops and made numerous presentations at various public and private forums, seminars and conferences on a range of topics. I have also been invited to address students at university and membership platforms to actively promote both the profession as well as the public service.

In the earlier part of my career, I have personally supported and advised over 50 small business owners with advice on setting up or growing their businesses, where I developed my passion for helping people.

I served on various audit committees over several years in the Western Cape.

I am currently contracted on short term appointments on various projects, including the Overberg District Municipalities as **Chief Risk Officer**; while pursuing the completion of my Masters.

QUALIFICATIONS & ACHIEVEMENTS

Qualifications/Certifications:

- Supply Chain Executive Development Programme (2015)
- Certificate in Risk Management Assurance (2013)
- Certified Internal Audit Quality Assessor - Institute of Internal Auditors (2007)
- Chartered Accountant (SA) - Public Accountants and Auditors Board (2005) – NQF Level 8
- Advanced Certificate in Auditing - Accounting Professional Training (Pty) Ltd (2003)
- Certificate of Theory in Accounting (CTA) - University of South Africa (2002)
- Bachelor of Accounting Science (BCompt) - University of South Africa (2001)

In order to stay abreast to innovation within my areas of competence, I am a member of:

- South African Institute of Chartered Accountants (SAICA)
- Independent Regulatory Board for Auditors (IRBA)
- Fellow Member of the Institute of Directors (IOD) (up to 2018)
- Member of the Institute of Internal Auditors (IIA-SA) (up to 2017)

I am currently enrolled at the UCT's Mandela School of Public Governance for the Masters in Development Policy and Practice.

Personal Achievements:

- Appointed as the Head of Department of a Provincial Treasury at the age 37
- Appointed at a DDG level from directly outside the public service
- Appointed as an audit committee member to several public entities at the age of 30, including being appointed as Chair
- Appointed as a Partner/Director in a professional services firm at the age of 29 with an opportunity to grow a brand-new business line for a firm that has been in existence since 1932
- Qualifying as a Chartered Accountant and Registered Auditor
- During my undergraduate studies, I received several bursaries
- Passed Matric with distinction
- Deputy Head Prefect in Matric and Prefect in Standard 9 (1993)
- Vice-captain of annual inter-house athletics team in Matric
- Represented my school for javelin (1993) and came in 3rd position
- Treasurer of the Science Club in 1993
- Recipient of the "Biology Shield" in 1992, as well as awards for best performance in Mathematics from 1991 to 1994

I am an active member of SAICA's Southern Region Public Sector Committee since 2009 and was appointed as vice-chair in 2010 and appointed as the chairperson during 2019. I am also a **SAICA National Council member representing the Public Sector**. I actively engage at membership structures to lobby for greater accountability of members in the profession given the spate of governance failures; and use the platform to engage stakeholders and youth about the profession. I participated in and hosted various benchmarking exercises at inter-provincial level (including PEFA) and international level:

- Hosting various benchmarking exercises at international level with the following visiting delegations:
 - Afghanistan
 - Japan
 - Indonesia
- Leading international benchmarking exercises with the following host countries:
 - Canada
 - Italy

WORK EXPERIENCE

My total work experience encompasses the following areas:

- **Strategy setting and execution**
- Embracing the **culture**, environment and people while initiating a **change management** process
- Programme and Performance Management experience with large and small teams
- Well versed in **External Audit and Internal audit, private sector and public sector audits**
- Use of frameworks and technology to drive policy initiatives
- Strong **people management** and **conflict resolution** skills, and the drive to apply it
- Balanced experience in terms of both **private sector and public sector** focus
- Infrastructure oversight, ICT systems, Accounting and Reporting, Supply Chain, Budgeting; Economic and Fiscal Strategy – both at policy and control level
- **Policy** design/formulation and Procedure Manuals, with an understanding of the legal framework
- Business Continuity Planning and **Quality Assurance**
- **Enterprise Risk Management and Corporate Governance**
- Reporting at / serving on all levels, including **Audit Committees** and Board/Strategic

2015 to 2019 – Western Cape Provincial Treasury (HoD/CEO):

Appointed as the Head Official of the Western Cape Provincial Treasury. Key responsibilities include:

- **Strategic advice and support** to the MEC for Finance, as well as the Premier, MECs, HoDs and CFOs from time to time, to entrench fiscal prudence and to broaden and develop the socio-economic base of the province within the relevant prescripts
- Oversee, partake and guide the direction of **fiscal resources** through sound fiscal policy and budget policy principles, evidence-based research to maximise the social dividend, while ensuring the sustainability of the provincial fiscus
- Manage and oversee the key account relationship with the provincial banker
- Oversee, partake and guide **good financial governance** and promoting integration through financial and other systems; sound financial, budgeting supply chain and asset management practices, as well as corporate governance norms and standards
- **Monitor and enforce the PFMA and MFMA** across all disciplines, including use of frameworks to drive policy initiatives across all functional disciplines
- **Drive and deliver the Clean Audit Strategy** across the province and Promoting good financial governance with an emphasis on service delivery
- **Dispute resolution**, including audits at executive level between province, national as well as municipal levels – successfully **navigated the province through various audit disputes**
- Drive innovation by promoting and participating in benchmarking exercises both locally and on an international level with **peer organisations**
- Responsible for the strategic direction and effective management of the department (almost 300 staff), including: **Financial Management** (5 successive clean audits), **Risk management**, Review and approve departmental 3-year **internal audit plan** in concert with Audit Committee, **Human capital management**, Sound labour relations; Drive the e-Vision and promote the use of technology to drive efficiency
- Promote **inter-governmental relations, including hosting international delegations**
- Achieved 4th place in the category **Best Ethical Department** out of all provincial departments across the country in 2016/17
- Strong advocate of partnering practices and integration. Contributed to the improvement of the integrated work plan, promoted its implementation with **stakeholders**.
- As part of integration, led the development of the PT **district engagement model** with Municipalities
- My department **produced the WCG's first CA(SA) in 2019** through the PT CA Academy
- Since June 2019, deployed by the incumbent Premier as an advisor to the MEC of Education where I made recommendations to improve the system of governance around approximately 1,500 School Governing Bodies in the Western Cape.

2012 to 2014 – Western Cape Provincial Treasury (DDG – Governance):

Responsible for the strategic direction of the branch including the Financial and risk management and Human Capital Management of the two programmes. This included effective and efficient management of the following disciplines within the provincial and municipal spheres by assisting departments and municipalities to build capacity and instilling good governance practices using frameworks and **capacity building** in the following disciplines:

- Corporate Governance including norms and standards
- Risk Management and Internal Audit
- Supply Chain Management
- Moveable Asset Management
- Financial and Interlinked Systems
- Provincial Accountant-General functions: Accounting and Reporting

Designed and implemented the first Branch-level Governance blueprint in 2013 for the branch strategy; which is currently still in use. Drove the development of the **FMMC assessment frameworks** and successfully linked this to the clean audit strategy. Drove the **automation** of these assessment frameworks via e-Governance platforms within 2 years for both spheres of government **for all disciplines** through the development of the eGAP and mGAP compliance monitoring tools. Drove the operation clean audit together with my team.

Effectively use and ensure oversight and capacity building programmes are well institutionalised and driven through various Inter-Governmental Forums, CFO and other related forums across both spheres of government. I was also the chair of the Risk Committee at the Treasury and use the platform to influence attitude and behaviour necessary to give effect to risk culture.

Initiated the CA Academy as a pilot in the WCG as part of the capacity building initiatives of the branch for the transversal benefit of the province. Promoted the use of the WCSD with other organs of state.

2006 to 2012 - Mazars (Partner/Director):

I was afforded the opportunity to **set up and launch** the Governance, Risk and Internal Audit Service lines for a mid tier professional services firm, including Budgeting and Resourcing. This was an executive management role where I was responsible for the unit's strategy, financial management and people management and development of staff / teams under my direct and indirect control.

Since inception, I have successfully secured several outsourcing arrangements and consulting assignments for various private and **public sector clients, including the Auditor-General**, including MAC/RAC, Departmental, Entities, Municipalities, IT General Control and Quality Control Reviews.

As the Lead Partner, provided outsourced (CAE) and/or co-sourced **internal audit, corporate governance and risk functions** to various clients covering the following key strategic activities:

- Conduct business risk assessments
- Develop rolling 3-year internal audit plan aligned to strategic risk profile
- Oversee the execution of the annual operational plan, and provide quarterly updates to audit committee
- Ensure adequate mix of controls audit and consulting engagements
- Coordinate the combined assurance plan in concert with the external auditors and other stakeholders
- Team supervision, Budgetary and Quality Control
- Provide assurance / report to management and the audit committee on the adequacy and effectiveness of the system of internal control
- Utilisation of CAATs where appropriate and cost effective

2005 to 2006 - PricewaterhouseCoopers (Consultant):

I joined PwC in October 2005 in the Advisory department in the capacity as a consultant. During the short period that I have been there, I have successfully completed projects, including the development and/or improvement of; and implementation of appropriate assessment frameworks –

- Secondment: Third party IT contract dispute
- Subscriber Base Assessment and **General IT Controls Review**
- **IT Disaster-Readiness Review**
- **Business Continuity** Simulation Exercise (5 business units)
- Data Billing **Assurance Review** and General IT Controls Review
- Loyalty Points **Assurance Review**
- Billing Systems Assessment **Internal Control Enhancement**

I was also appointed as a member of Western Cape Advisory Employment Equity Forum.

2002 to 2005 - Transnet Group Internal Audit (Client Manager):

Appointed at middle management level at the Cape Town office of Group Internal Audit, (Marine Portfolio), and subsequently appointed as Project Manager shortly thereafter. I managed a small audit team that was responsible for the SA Port Operations audit for the Port of Cape Town and Port of Saldanha. I was also later assigned as Client Manager Spoornet and Transwerk for Western Cape. Due to my strong financial background and business acumen, I also assist the Regional Manager in matters relating to Office Revenue and Expenditure, including monitoring and controlling. My relationship with management was that of recognition as a hard-worker, willing to put in extra time and effort, and always eager to provide constructive inputs on the strategy of the business. My largest area of development was that of leadership.

A summary of key activities are as follows:

- Compilation/Inputs on **Risk Assessments**, Permanent Files, assisting in the compilation of Assessment Frameworks for the various projects across disciplines, as well as various other pre-engagement activities
- Audit **Planning**, including compilation of Regional Audit Plan and Communication with stakeholders
- Planning and **Execution of fieldwork** in various areas such as Finance, Treasury and non-financial engagements such as Operations, Procurement, HR, Safety & Health, Environment, Risk, and Quality
- **Reviewing** of audit files to ensure adherence to Quality Control Standards
- **Monitoring** of Staff/resource allocation, Progress reporting, Budget Preparation & Control
- Continuous communication of deficiencies to Auditors for **benchmarking/roll-out**
- Drafting recommendations for **improvement on Internal Controls** based on audit findings
- Report compilation and discussion with **Executive Client Management**
- Assurance of mega-**infrastructure projects** in the port environment through participation in the project management meetings and audit of the projects
- Presentation and input at Local **Audit Committee**, and input to National Audit Committee
- Providing constructive inputs on issues of **strategic management**
- Updating of Risk Assessments based on materialisations during audits
- Continuous maintenance of **stakeholder relations**
- Project Manage & Audit within other portfolios in Transnet that arise on an ad-hoc basis

1998 to 2002 - Moores Rowland CA (SA) (Articles/Audit Supervisor):

My training contract was the basis of a solid foundation for the makings of not only a good chartered accountant, but also that of good all-round business skills. I was promoted to Audit Supervisor in final year of articles where responsibilities include supervision of accounting and audit staff, assistance with staff training and development. My portfolio included various private and public sector clients.

My duties included:

- Preparation of Audit **Plan for partner approval**
- Updating of Risk Assessments based on materiality and other factors
- Communication with clients and scheduling
- Planning and **Execution of fieldwork**
- **Reviewing** of audit files to ensure adherence to external review standards
- **Monitoring** of Staff/resource allocation
- Progress reporting, and Budget Preparation & Control
- Drafting recommendations based on audit findings
- Report compilation and discussion with **Executive Client Management**
- Drafting and Preparation of Financial Statements in accordance with reporting framework
- Project Management of audits