Launching the IRM journey across Africa
An IRM South Africa Regional Group event

IRM SOUTH AFRICA REGIONAL GROUP

Tuesday 28 May 2019
Johannesburg War Museum
22 Erlswold Way

Visit us at www.therirm.org/southafrica
1. CEO IRM UK – Welcome message

2. About the IRM UK
CEO IRM UK – WELCOME MESSAGE
IRM is the leading professional body for Enterprise Risk Management (ERM). We drive excellence in managing risk to ensure organisations are ready for the opportunities and threats of the future.

We do this by providing:

- Internationally recognised qualifications and training,
- Publishing research and guidance, and
- Setting professional standards.

For over 30 years our qualifications have been the global choice of qualification for risk professionals and their employers.

We are a not-for-profit body, with members working in all industries, in all risk disciplines and in all sectors around the world.
MEMBERSHIP

6500 members worldwide and 500 students each year

Member groups in:

UK and Ireland Regional Groups
- Ireland
- Midlands (UK)
- North East England
- Northwest England
- Scotland
- South West

International Regional Groups
- APAC
- Belgium and Luxembourg
- East Africa
- Kingdoms of Saudi Arabia and Bahrain
- Qatar
- South Africa
- Switzerland
- Turkey
- United Arab Emirates
- Botswana
- Zimbabwe

Coming Soon
- Nigeria
What does a professional body do?

- **Recognition**: professional qualifications
- **Knowledge**: thought leadership
- **Network**: connections
- **Career Support**: skills and advice
Developing as a Risk Professional

with the Institute of Risk Management

Certified Risk Professional

IRM International Diploma

IRM International Certificate or IRM International Certificate in Financial Services Risk Management

IRM Training, e.g. Fundamentals of Risk Management

3-5 yrs

< 1 yr

CFIRM
CMIRM
GradIRM
IRMCert

irm
NEW QUALIFICATIONS

Digital Risk Management Certificate
The essential qualification for tomorrow’s risk practitioner

Find out more at www.theirm.org/digitalrisk »

SUPPLY CHAIN RISK MANAGEMENT – IN DEVELOPMENT
Enrolment by 31st May 2019

Study by distance learning (Nov 2019)

Take examinations

Results announced (Mar 2020)

Upgraded to Certificate membership—can use “IRMCert”

• No prior education requirements
• Distance learning study starts June
• Degree level of study
• 180-200 hours per module
• Blended learning optional extra
Enrol by 31st May 2020 (after completing modules 1 and 2)

Study by distance learning

Take examinations (Nov 2020)

Results announced (Mar 2021)

Upgraded to Graduate membership – can use “Grad IRM after Module 6 complete” **

• No prior education requirements
• Distance learning study starts June
• Degree level of study
• 180-200 hours per module
• Blended learning optional extra
WHAT SUPPORT DO I GET?

- Student membership of IRM
- Detailed study guides
- Core study material
- Student support
- Practice exams
- Online tutorials & webinars
ENROLMENTS

International Certificate in Enterprise Risk Management
and
International Diploma in Enterprise Risk Management

Enrolment deadline: 31 May 2019
Ensure you register and pay before 31 May to be eligible for the November 2019 exams.

PLEASE NOTE, THE FEES FOR THE 2020 EXAMS WILL BE INCREASING

For more details log on: www.theirm.org

Student and member services:

📞 +44 (0)20 7709 4125
✉️ studentqueries@theirm.org
✉️ membership@theirm.org
THANK YOU AND ENJOY THE SESSION
THE EVOLUTION OF RISK MANAGEMENT

ALEX ROBERTS
AGENDA

01 Where has Risk Management come from?

02 Where **WILL** risk management go?

03 AI Risk Management
WHERE HAS RISK MANAGEMENT COME FROM?
It is evident then that risk management filters into almost every organizational role but only recently has there been cognizance of risk management itself, as a role.

Risk management has grown and evolved so much that it has become an established business function.

Risk management is now so prominent that it requires enablement by software and technology.

EVERYONE IS A RISK MANAGER WHETHER THEY KNOW IT OR NOT, SOME NOTABLY BETTER THAN OTHERS.
2009 - ISO 31000 Framework

2002 - SOX Act

1992 - COSO Framework

1975 - First Basel committee meeting

1970's - First formal Risk Manager Role

1940's - The study of risk management

1990's - Chief Risk Officer positions created

1970's - Risk Management Instruments

1950's - Market Insurance

2001 - CURA is established

2004 - The Orange Book - Management of Risk

2017 - CURA Next Gen

2019 - IRM Launch in South Africa
One such enabler is the use of AI. AI will filter into almost if not every industry.
WHERE WILL RISK MANAGEMENT GO?
SO WHAT IS THE IMPLICATION OF HAVING AI AND NOT HUMANS ANALYZE RISK DATA?
A robot may not injure a human being or, through inaction, allow a human being to come to harm.

A robot must obey the orders given it by human beings except where such orders would conflict with the First Law.
RISK MITIGATION CONSIDERATIONS

- So what is the implication of having AI and not humans analyze risk data?
- When you remove humans, you remove empathy, instinct and intuition.
- To what extent will we trust AI?
- What do we do about poorly designed AI?
- How do we prevent AI and ML Bias from skewing risk data?
WRITTEN BY AI, DIRECTED BY HUMANS
WHO IS RESPONSIBLE?

• How do you hold AI accountable?

• Is it the company using the AI or the company that created the AI?

• How do we manage the already complex component of our Third Parties?

• Ultimately your Risk Managers/ Owners/ Practitioners are Responsible
  
  • How do we manage the competence levels when AI becomes involved?
## STAGES OF COMPETENCE

<table>
<thead>
<tr>
<th></th>
<th>Unconscious Incompetence</th>
<th>Conscious Incompetence</th>
<th>Conscious Competence</th>
<th>Unconscious Competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unaware of knowledge gap existence</td>
<td>Aware of knowledge gap and the importance of filling it</td>
<td>Skill is acquired but takes practice and conscious effort</td>
<td>Skill is entrenched and can be performed unconsciously</td>
</tr>
<tr>
<td>2</td>
<td>Reactive Risk Management</td>
<td>Low Risk Maturity Inefficient Risk Practice</td>
<td>Controls Not Fully Implemented</td>
<td>Mature framework Using a system Risk-based Decision making</td>
</tr>
</tbody>
</table>
CONCLUDING REMARKS

- You won't be able to simply plug in AI to perform competent risk management – why?
  - AI will need to be questioned correctly in order to get the desired output
  - This will need to come from sound experience.
Introduction of IRM SA
Regional Interest Group Committee

Denise Nel
Chairperson: RIG SA

ZANELE MAKHUBO (CFIRM)

- Currently employed as the Chief Risk Officer for the Gauteng Department of Human Settlement task with embedding and implementing risk management culture and processes as well as coordinating the implementation of business continuity processes across the Department and its Regions.
- Has over eleven years’ experience in Risk Management and Business Continuity
- Certified Fellow (CFIRM) of the Institute of Risk Management
- Current Chairperson for IRM South Africa Regional Group
- Zanele has been advocating for risk management in the public sector since 2008 to date as a Speaker and Panel member on Risks Management events in South Africa, Zambia, Botswana and Zimbabwe.
- Assisted IRM UK to establish IRM Regional Group for Botswana and Zimbabwe 2018
- She holds the Postgrad Diploma in Public and Development Management, BA in Education, National Diploma in Accounting, BCI Diploma BCM with Buckinghamshire New University in collaboration with BCI
- She is a former educator and an Auditor (ACCA)
- Previously worked for Pace Community College teaching Accounting, Economics and Business Economics; Tutor and Marker for Unisa in Business Management and Office of the Auditor General as an Auditor.
TERENCE MURASIKI

• Currently serving as Treten Group CEO and Director of Advisory at ABMI Research Institute.

• Author of the first widely applied open-use African risk management model dubbed the attribute-based maturity index (“ABMI”).

• Head of Thought Leadership for the Global Institute of Risk Management (RSA Region)

• Past Chairperson of the Risk Committee of the Gauteng Department of Roads & Transport as well as g-FleeT (Gauteng province’s fleet management entity)

• Past board member and audit committee member of Liberty Medical Scheme as well as Medicover Medical Scheme.

• Business Mentor at the Black Umbrellas Incubator (a part of the Cyril Ramaphosa Foundation)

• He holds an MBA, is certified in risk and information systems control (“CRISC”), and also holds a certified information systems auditor (“CISA”) certification.

• Previously worked in Deloitte, Nedbank, Zimnat, SizweNtsaluba (now SNG Grant Thornton).
MICHAEL FERENDINOS

• Currently serving as the Director of TheRiskTower.
• Extensive risk management experience. ERM Practice Head for Aon's Global Risk Consulting business, Chief Risk Advisor for IRMSA, Group Chief Risk Officer for AECI Limited, Head of Risk for Rand Refinery, and ERM consultant for Marsh.
• Past Executive Committee member of IRMSA and current South African Chapter member of the IRM. Past Chairman of the IRMSA Risk Intelligence Committee which informs the risk fraternity and corporate South Africa about internal and external risks affecting the country.
• Wrote and presented the first three IRMSA South African Risk reports with two world-renowned strategic futurists and scenario planners from Mind of a Fox, Clem Sunter and Chantell Ilbury.
• Winner of the South African ‘Up and Coming Risk Manager of the Year’ award at the South African Risk Management Awards Ceremony which took place in October 2013.
• Risk-related insights are regularly featured in a wide range of publications.
• Member of the Risk Africa Magazine Editorial Board.
• Master’s degree in International Studies from US, specialising in Political and Economic Risk, International Relations, Political Economy and Emerging Markets Risks.
GILFORD DUBE

• Gilford Dube serves as the Head of Membership and Communications for the South African Regional Group of the Institute of Risk Management, UK.

• He is a qualified Professional in Strategic Risk Management with vast experience spanning over 11 years.

• He is currently serving as the Corporate Risk Advisor at Rand Water where he is responsible for implementing and embedding Enterprise Wide Risk Management for the organization and its subsidiaries.

• Prior to joining Rand Water, Gilford enjoyed an eight-year career at Barclays Bank where he held various positions in the areas of Card settlements as well as Risk & Compliance.

• Gilford holds an International Diploma in Enterprise Wide Risk Management from the Institute of Risk Management, UK. He also holds an Advanced Certificate in Operational Risk Management from the Chartered Institute for Securities & Investment (CISI), UK.

• Gilford was awarded the Student of the Year 2015/2016 Award by the Institute of Risk Management, UK. This award, sponsored by the Federation of Asian Pacific and African Risk Management Organisations (FAPARMO), is given to the student who attains the highest marks in the combined papers of the International Certificate in one year.
DENISE NEL

- She is a CA(SA) with a Diploma in Corporate Governance from ACCA (UK) and Certificate in Enterprise Risk Management from IRM UK.
- She started her audit career 20 years ago and entered the Risk and Compliance space about 13 years ago.
- She specializes in Governance, Ethics, Risk and Compliance and presents a strong base of experience in these areas.
- Responsible for establishment of a Governance and Risk Management function for MultiChoice Africa. Established the team and work with a network of fraud and risk resources across Africa, with responsibilities span Governance, Ethics, Risk and Controls.
- She has worked in a number of countries, with special experience in and a passion for Africa. She prides herself in being a trusted advisor and business partner to company leadership - identifying risks, implementing practical mitigations and contributing to embedding a strong ethical and risk culture.
- Director and owner at Tiiša Group, a company collaborating with management and boards to improve sustainable governance and risk management through practical solutions.
CEBISILE LANGA
• She is currently working for the Gauteng Department of Cooperative Governance and Traditional Affairs (COGTA) - Risk Management. Serving as Risk Management Committee (RMC) Secretariat
• B.Com degree; Degree of Hours (in Economics), EMDP Certificate, Post Graduate Diploma in Risk Management (currently)
• Previously worked for:
  • Gauteng Government Departments of Health, Agriculture and Housing - Financial Management
  • KZN Government Department of Education – Financial Management
  • First National Bank (FNB) - Customer Service
• Mentoring students on Internship & Learnership Programmes
• Member of Institute of Risk Management South Africa (IRMSA)
• Member of the Institute of Risk Management (IRM – RSA Region) - Deputy Secretariat
• Deputy Secretary - Institute of Risk Management (IRM – RSA Region)
• Member of the Institute of Ethics Management SA
• She is blessed with one daughter and her community teenage daughters
ANGELLA MAKOWE

• Angella is a Risk and Assurance Specialist at Wconsulting specialising in External, Internal and IT Audit related assignments. She is a CA (SA), CISA, and RA. She trained with BDO South Africa, where her portfolio of clients included listed entities, public interest entities as well as other significant unlisted entities in the manufacturing retail and property sector.

• She has worked with other organisations including ISACA and IRBA and has travelled into Africa within her role as the Regional and National manager for audit technical with BDO South Africa and has acquired experience and insight into the Southern and Eastern African territory.

• She heads up the Education function within the IRM South Africa Regional Group

• Her fraud risk management presentation was in the top five presentations at the ISACA SA conference in 2016

• She performs risk audits and effectiveness reviews on risk and assurance function as a form of quality assurance and monitoring to ensure a robust risk function

• She is a KING IV expert and has presented with Mervyn King on the combined assurance model

• She has 3 daughters - major risk taker 😊

• She is an avid traveller and risk taker- skydiving being one of the risks she has taken
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Tea break

Visit us at www.theirm.org/southafrica
Introduction of Guest Speaker

Daryl Ilbury
Scenario Strategist and Facilitator
• Daryl Ilbury is a strategist and facilitator with mindofafox. He also manages the team of researchers and writers responsible for crafting the bespoke scenarios used by the rest of the mindofafox team.

• He is also an accomplished public speaker, has researched three top-selling books on scenario planning and corporate strategy, and is the author of A Fox’s Tale.
• **mindofafox** played a key role in the writing of the first three national risk reports where they linked scenarios to the achievement of NDP objectives. They also assessed the global and local flags that, if raised, could modify the probabilities.
In this talk, Daryl highlights the continually shifting global, African and South African scenarios, and the interplay between them, raising the question of what are Africa’s and South Africa’s key priorities.
See separate presentation
Panel discussion

Facilitated by Angella Makowe

Visit us at www.theirm.org/southafrica
Closing Remarks

Terence Murasiki

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THANK YOU

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