

IRMSA 2017/2018

Feedback from the President and Chief Executive Officer

Dear Members

Notice of the 15th IRMSA Annual General Meeting which is being held on 26 June 2018, has been sent out to members. The event will be held at the Country Club Johannesburg in Woodmead on Tuesday morning and we hope that our members will be able to attend.

Not only will we review the last financial year of the Institute but we have made time available during the AGM, for a presentation from a leading sustainability strategist, so that members are able to go back to their organisations motivated and even further inspired. Dr Gary Kendall, who is the Sustainability and Strategy Specialist from Nedbank, will share his thoughts on “Changing Risk Management for “The Future We Want””. Dr Kendall will explore how organisations can use the UN Sustainable Development Goals (SDGs), to embed a meaningful sense of purpose, and how doing so will drive different behaviours across the organisation, and what it means for how we think about risk and opportunity across the enterprise. His insights position how a different perspective is required on what is important; how we can create new markets; contribute actively to a flourishing South African society and get onto a new economic development trajectory. He will argue that what is required is a shift from a risk bias to an opportunity bias – that instead of merely reacting to problems, an opportunity mind-set calls for pioneers that will demonstrate courage, leadership, innovation, inspiration, passion, agility and new ways of working.

At the AGM it is a wonderful time for members to reflect on what IRMSA has achieved over the past year and to look at what we are hoping to achieve in the year to come. IRMSA has continued to grow and take bold steps in the last year, investing more in the technical side of the Institute and further empowering our members to be able to turn to IRMSA for technical support and guidance.

It is important to note that in 2012, the Institute was recognised by the South African Qualifications Authority (SAQA), as the only professional body for Risk Management in Southern Africa and the professional designations were registered on the NQF (National Qualifications Framework). After the initial period expired, a very thorough audit and review were conducted by SAQA and we are delighted that IRMSA’s recognition as the professional body for risk management has been extended until 2022.

We will present an overview of the last year and the year ahead at the AGM but we will share a full overview of each area of IRMSA with you in the information below, to prepare you for the meeting, or to keep you updated should you be unable to attend.

IRMSA COMMITTEES

The Institute is privileged to have many members who volunteer on the various committees and take time out of their formal jobs to assist IRMSA and the many projects and processes that we have undertaken. We would like to thank these members for their efforts and the amazing work that

they do. Looking at the 2017/2018 year, so many things have been achieved and it is evident that the team work that IRMSA is well known for has paid off, once again.

Executive Committee

Berenice Francis, President
Chris Brits, Vice President
Bheki Gutshwa, Vice President
Mark Robins, Honorary Treasurer
Fulufhelo Tshikhudo, Honorary Secretary
Mark Kuipers
Malebu Makgalemela
Sheralee Morland, Past President
Andy Mothibi
Thabile Nyaba
Betty Spencer (Co-optee)
Gillian le Cordeur, Chief Executive Officer

Finance Committee

Mark Robins, Honorary Treasurer, Chairperson
Sheralee Morland, President
Berenice Francis, Vice President
Bheki Gutshwa, Vice President
Chris Brits, EXCO Member
Gillian le Cordeur, Chief Executive Officer

Cruywagen-IRMSA Risk Foundation

Gert Cruywagen , Chairperson
Eleni Albanis
Berenice Francis
Reginald Haman
Sheralee Morland
Hennie Thessner
Gillian le Cordeur
Zandie Nyembe
Valerie Pillay

Education and Technical Committee

Berenice Francis, Chairperson
Claude Hamman
Motlatsi Mabaso
Laura Mallabone
Babitha Rajpal
Whitey van der Linde
Justin Veeran
Gillian le Cordeur
Nthabiseng Mdhlozini
Nazlee Kok
Portia Sangweni

Events Committee

Nombuso Dlamini
Gillian Edworthy
Nicolene Gerritsen
Musawakhe Khumalo
Phillip Mosiane
Lindiwe Tshabalala

Lesego Moalusi
Gillian le Cordeur
Zandie Nyembe
Valerie Pillay

KwaZulu Natal Committee

Nkosinathi Mhlongo, Chairperson
Jeanette Englund, Vice Chairperson
David George
Msizi Gumede
Boitumelo Mokgatle
Thasleem Osman
Thulani Ndlovu
Jay Ramharak
Amith Sukhnandan
Gracia Skosana
Helper Zhou
Gillian le Cordeur

Legal, Risk and Compliance Committee

Fulufhelo Tshikhudo, Honorary Secretary, Chairperson
Sidney Mongala, Vice Chairperson
Mira Butler
Mpho Modisane
Vincent Napo
Nandipha Tselanyane
Gillian le Cordeur
Sarah Bain
Kathleen Osterloh

Membership Committee

Bheki Gutshwa, Chairperson
Mark Robins, Vice Chairperson
Thulani Mkhungo
Beauty Mtonga
Pat Mlanduli
Eleanor Ofori-Adomako
Francis Rahlapane
Mzwakhe Xakaza
Sarah Bain
Gillian le Cordeur
Lucia Khonjelwayo

Zamawazi Maphorogo
Jessica Morgan

Namibia Committee

Dawid Welman, Chairperson
Eben de Klerk, Vice Chairperson
Michael Beukes
Colin Fiddes
Melanie Harrison
Talita Horn
Riana Jandrell
Joyce Kahorongo
Leonard Makuvaza
Jacqueline Meissenheime
Lucy Mhambi
Saima Nimengobe
Horst Simon
Gillian le Cordeur

Professionalisation Committee

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Fred Goede
Freda Madungandaba
Jeenal Makan
Rianne Potgieter
Whitey van der Linde
Gillian le Cordeur
Nthabiseng Mdhlozini
Nazlee Kok
Portia Sangweni

Public Sector Committee

Betty Spencer, Chairperson
Thabile Nyaba, Vice Chairperson
Bheki Gutshwa
Musawakhe Khumalo
Robert Koch
Vernon Makaleni
Thulani Mkhungo
Boitumelo Motene
Motshabi Modukanele
Justin Veeran
Sarah Bain
Lucia Khonjelwayo
Gillian le Cordeur
Zamawazi Maphorogo

Risk Intelligence Committee

Paul Stiff, Chairperson
Jonathan Crisp

Lamlani Dube
Walter Ehrlich
Gordon Howes
Linda Jaka
Thelma Kganakga
Emmah Makomvah
Christelle Marais
Wilna Meiring
Mpho Modisane
Totyelwa Nonco
Craig Rosewarne
Mark Victor
Volker von Widdern
Mdu Zakwe
Les Carlo – Committee Advisor
Kobus de Wet
Gillian le Cordeur
Christopher Palm
Valerie Pillay

Student Committee

Eleni Albanis, Chairperson
Malebo Phala, Vice Chairperson
Duncan Wernberg, Vice Chairperson
Nwabisa Bixa
Altus Combrink
Liam du Plessis
Boitumelo Mangena
Manamane Maserumule
Rethabile Motholo
Sarah Bain
Kobus de Wet
Lucia Khonjelwayo
Gillian le Cordeur
Zamawazi Maphorogo
Zandie Nyembe
Valerie Pillay
Exco guests:
Chris Brits
Malebu Makgalemela

Western Cape Committee

Michel Sauzier, Chairperson,
Antonella Da Cunha, Vice Chairperson
Brendon Brown
Phumlani Dyini
Ludwig Geldenhuys

Merle Kinnes
Zaid Omer
Faldie Peters
Vanessa Thurlwell
Warren Young
Gillian le Cordeur

IRMSA TEAM

The IRMSA staff continues to grow as the Institute expands and more projects are taken on. The staff accomplishes a huge amount of work and is often complimented for managing to do so much more than what is expected from a small team.

A major staff investment for 2017/2018, was the appointment of the IRMSA Chief Risk Advisor, Christopher Palm. His appointment has enabled the Institute to make meaningful impact through technical capability thus broadening the membership value proposition.

IRMSA had quite a stable year with regards to the IRMSA Team, after the considerable changes made early in 2017. One significant change was the appointment of Valerie Pillay as the Events and Marketing Manager, in August, who replaced Mbulelo Qwele after his relatively short stay at IRMSA of four months.

The Institute also welcomed new members to the team. Zamaswazi Maphorogo joined the Membership Team and Thembelihle Mkhize will be assisting with debtors in the finance team. We look forward to a very exciting year with the highly motivated team that we are currently working with.

The IRMSA Team is as follows:

Gillian le Cordeur, Chief Executive Officer
Sarah Bain, Membership and Office Manager
Kobus de Wet, Communication and Marketing Administrator
Lucia Khonjelwayo, Executive Assistant
Nazlee Kok, Training Administrator
Elane Madisha, Finance Manager
Zamaswazi Maphorogo, Membership Administrator
Ntombifuthi Mashiloane, Reception and Membership Administrator
Nthabiseng Mdhlozini, Learning and Development Manager
Thembelihle Mkhize, Finance Administrator and Debtors Assistant
Jessica Morgan, Membership Administrator
Zandile Nyembe, Senior Events and Marketing Co-ordinator
Kathleen Osterloh, Executive Committee, Legal and Partners Co-ordinator
Christopher Palm, Chief Risk Advisor
Valerie Pillay, Events and Marketing Manager
Portia Sangweni, Learning and Development Administrator
United Tshwane, Facilities Assistant

MEMBERSHIP

IRMSA membership continues to grow and in particular, there has been a continued increase in the number of Associate Members during the past year. This is due to the requirement that an Individual Member must be at Associate Membership level to write Board Exam 1 and to become a Certified Risk Management Practitioner. Members see the value in obtaining this designation.

TOTAL NUMBER INDIVIDUAL MEMBERS INVOICED					
Total number of IRMSA Members	Feb 2018	Feb 2017	Feb 2016	Feb 2015	Feb 2014
Individual	2378	1957	1329	1073	864
Associate	709	640	417	236	216
Certified Risk Practitioner	44	36	22	0	0
Certified Risk Professional	3	0	0	0	0
Fellow	38	41	50	49	63
Retired	34	31	24	21	22
Total Individual Members	3206	2705	1842	1379	1165

The number of members with the Certified Risk Management Practitioner (CRM Prac) designation will continue to grow as these members complete their board exams and logbooks successfully. IRMSA has also awarded the first formal Certified Risk Management Professionals (CRM Profs). This is for those candidates who were successful in completing board exam 2.

The number of Fellows has decreased slightly as some members resign or are reclassified as Retired Members.

The designations that are registered with the South African Qualifications Authority (SAQA) are:

- **Associate**
- **Certified Risk Practitioner**
- **Certified Risk Professional**
- **Fellow**

The details of members with these designations are loaded twice a year on the SAQA National Learners Records Database (NLRD). This was done successfully in 2017/2018 and IRMSA is listed as a 'green' Professional Body (which means IRMSA is working efficiently and complying with all SAQA requirements).

The IRMSA Membership Committee continues to look at ways to elevate IRMSA Membership and continually improve the Member Value Proposition to make sure that IRMSA members obtain maximum benefits.

The Corporate Membership continues to grow. Members are reminded that all employees that work for Corporate Members receive the same benefits as all members (except for the accreditation).

TOTAL NUMBER CORPORATE MEMBERS INVOICED					
Total number of Members	Feb 2018	Feb 2017	Feb 2016	Feb 2015	Feb 2014
Corporate Members	167	157	136	131	123

Any employee who wishes to become an Individual Member and follow the Risk Management career path is automatically given a 20% discount on their membership fees which assists them with the cost thereof.

With all membership fees, IRMSA does an annual benchmark with other Professional Bodies to make sure that the fees are competitive and affordable for all members.

Each year, IRMSA requests its members to participate and provide necessary valuable feedback, through the Annual Member Satisfaction Survey. We would like to again thank those members that took the time to complete the survey. This information serves to guide the institute on the needs of its members and respond accordingly. This year we received great feedback and members are generally happy with the benefits that IRMSA is providing. It also gives an opportunity for IRMSA to make changes where such are needed.

RISK MANAGEMENT SALARY SURVEY

In 2017, IRMSA commissioned 21st Century to conduct a customised remuneration and benefits survey for its members (individuals and organisations) within the risk management industry. 21st Century is a highly experienced reward consultancy which specialises in the design and implementation of output-driven reward solutions.

This survey, the first of its kind in South Africa for the Risk Management Industry, aims to provide both individuals and employers with valuable information on remuneration market trends and practices within the risk management environment.

The main focus areas of the survey were:

- Benefits offered to staff at differing levels
- Facilities offered to staff
- Remuneration, retention and skills development approaches

The full report is available for purchase, with members receiving a special member only discount. We encourage all to view the full report – this serves as an important guide for members within their professional work space. It was very interesting to see the various levels of remuneration offered to those in the risk profession.

@IRMSACareers

The IRMSA career portal was successfully launched in 2017. Members that wish to find new opportunities have been actively loading their CVs and organisations are taking advantage of the job advertising opportunities they can place with IRMSA. As members professionalise and receive the risk management designations after completing their board exams successfully, new opportunities will be made available to them.

CONSTITUTION

The Constitution was updated last year and the changes were approved at the 2017 AGM. The section relating to the Expulsion of a Member i.e. Annexure B, item 7.2 of the By-Laws was amended to

protect personal privacy as the decision to expel a member should not be taken at a Special General Meeting of members.

The Legal, Risk and Compliance Committee has been reviewing a Grievance, Disciplinary and Appeals process. It is important to incorporate mediation to try to resolve grievances amicably. Due to the nature and complexity of possible allegations against members, both Individual and Corporate, extreme caution and responsible management of delicate situations must be exercised. A carefully defined Grievance and Appeals process and policy is needed. The policy and process will therefore be further enhanced. A sub-committee is currently being formed with representatives from the Legal, Risk and Compliance Committee and other IRMSA members to develop this further to ensure that the process is fair and equitable.

EDUCATION

Training

In 2017/2018, training continued to be an important contributor to the overall member proposition, making it an extremely productive year in terms of training with over 1000 members trained. IRMSA training took place in Johannesburg, Cape Town, Durban, Bhisho (Eastern Cape), Namibia and Zimbabwe.

There were further eleven external training sessions which translated to a total of 304 people trained at sessions hosted at Corporate Member organisations where training was tailor-made to suit the organisation's specific needs.

The Education and Technical Committee, along with the IRMSA Chief Risk Advisor, reviewed gaps in the training offerings that IRMSA provides. This exercise has yielded several new training topics being introduced which appear to be well received thus far and will continue to be phased in throughout the 2018/19 year.

Qualifications

IRMSA developed and registered two qualifications through the Quality Council for Trade and Occupations (QCTO) which are also registered with SAQA. The two qualifications are:

- The Organisational Risk Practitioner (NQF Level 6)
- The Organisational Risk Professional (NQF Level 8)

BANKSETA, who is the Development Quality Partner (DQP) for both qualifications, opened a pilot for the NQF 6 qualification which was rolled out at the end of 2016. Almost 100 learners enrolled for the qualification from various banks and ultimately 47 gained final exam/external integrated summative assessment (EISA) access. The final External Summative Assessment (EISA) took place in February 2018 in three regions, namely, Johannesburg, Cape Town and Durban. The graduation for this pilot group will take place on 6 July 2018. IRMSA would like to extend its congratulations to the candidates who enrolled for this programme and to thank them for being patient and committed to the process which proved to be challenging at times. Furthermore, IRMSA would like to thank the employers who supported these candidates/employees on this journey as well as the other stakeholders (BANKSETA and Khulisane Academy) who were crucial to the process.

The pass rate for the EISA was 47%, and 21 people were successful in achieving the pass mark of 70% or higher.

The University of Stellenbosch Business (USB) School piloted the NQF Level 6 Knowledge portion of the qualification on 3 July 2017. Discussions continue with USB with respect to the practical modules which, it is envisioned, will be made available at the various learning centres that the business school has both in South Africa and in various African countries. The online short programme has been in existence for just under a year and has already seen close to 200 people enrol for the programme. After three years of working with the business school, this is a big achievement to see the qualification progression move from discussion all the way to it being launched and successfully held.

IRMSA continues to work with the QCTO to assess Skills Development Partners (SDPs) and to ensure that the qualifications roll out properly in various educational institutions in South Africa. IRMSA, as the Assessment Quality Partner (AQP), would like to ensure that top subject matter experts are being used by the SDP's.

The QCTO has conducted various audits, as it does for all AQPs, and IRMSA is well aligned to the processes and strategies of the Council including being compliant for the first successful hosting of the EISA as an Accredited Assessment Centre.

Board Exams

In 2017, the Professionalisation Committee scheduled two sessions for Board Exam 1, in June and November. One session for Board Exam 2 took place in October 2017.

In 2017, the following exams took place:

Regions	Gauteng	KwaZulu Natal	Western Cape	Total
Exam Months	Number who wrote exam:			
June 2017 (BE 1)	31	0	2	33
October 2017 (BE 2)	6	0	0	6
November 2017 (BE 1)	31	0	0	31

In 2017, 11 Exemption applications were received, however 5 members were awarded the CRM Prac designation. The pass rate currently is 52% for Board Exam 1 and 43% for Board Exam 2.

To date, 60 members have been awarded the Certified Risk Management Practitioner (CRM Prac) designation (which means that they have successfully written their Board Exam 1 and completed the log book). We await several members, who have successfully written Board Exam 1, to complete their log books and be awarded the designation. There are currently 4 Logbooks under review which, if found competent, will increase the abovementioned total number of CRM Pracs.

We currently have six CRM Profs with an additional Logbook currently under review for this designation. If found competent, this will increase the number of qualified CRM Prof's.

The logbooks for both the CRM Prac and CRM Prof were revised in 2016 and further refined at the end of 2017, this is with the hopes that we make the process easier for members. In addition to this, IRMSA has rolled out logbook workshops which will provide much needed guidance for members on how to complete the logbook as well as what types of evidence is required for review. This workshop

was piloted in the Western Cape in May and will be available for members to attend in Johannesburg in the second half of 2018.

In addition to all these changes, IRMSA also introduced Board Exam 1 Content workshops which will effectively assist members with their preparation for the exam. This was also piloted in May 2018 in preparation for the June exam and will also be rolled out prior to the November exam.

The Item Bank for all questions for the board exams continues to grow well. Our seasoned members continue to assist in developing questions for the Institute and these get vetted by other members of the Item Bank Team.

Board Exams for 2018 will take place on 29 June (Board Exam 1), 19 October (Board Exam 2) and 30 November (Board Exam 1).

TECHNICAL AND ADVISORY

Technical Office

Since May 2017, specific to the technical risk offerings, IRMSA's three main focus areas were the following:

- Continued involvement with the SABS through TC 262 to represent IRMSA nationally and internationally on the committee reviewing ISO 31000.
- Refreshing of the IRMSA Technical Library and aligning with latest e-trends (access via cell phones, tablets and computers).
- Building of an on-line tool to interrogate the risk reports in order for our members to build informative and current risk context as input into their own risk messages they take into Exco and Board. This project is currently still in progress.

ISO31000 Working Group TC262:

The second significant involvement of IRMSA in the technical risk space is IRMSA's involvement in the TC 262 SABS Working Group, which is the South African committee, reviewing ISO 31000 and informing the global body. The committee is made up of seasoned IRMSA members and meetings are hosted regularly at SABS. ISO 31000: 2018 has been approved and the new standard is available from the SABS TC262 online store.

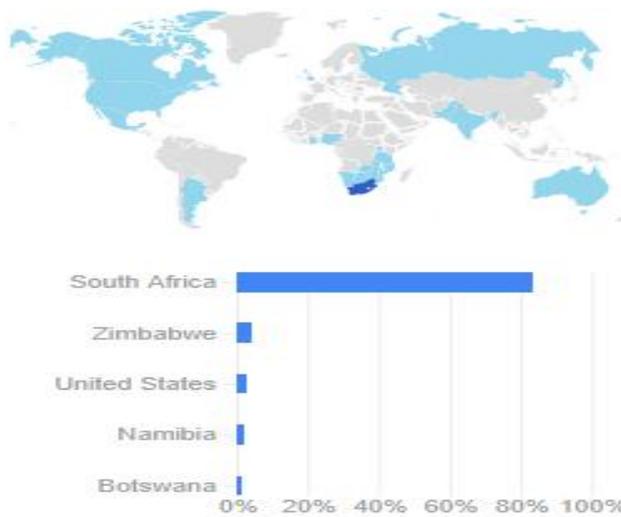
Technical Library

The first IRMSA Technical Library was launched in February 2017. Subsequently, IRMSA refreshed the library and launched a completely revamped version. The new look and feel support an online risk library that allows IRMSA members access to best practice and practical insights on their phones, tablets or computers - wherever they are. Information at our members' finger tips allowing for the shaping of members' thinking and creativity in the risk management environment.

The library contains a large number of documents, templates, examples and video material and is available to members at no charge. Members need to log on to their profiles to access the library.

IRMSA is excited to share the following map of people in other countries that have accessed our Technical Library – it clearly shows how IRMSA has started to extend much further than its own borders.

Sessions by country



Finally, we again invite members to use the “sharing” function in the Technical Library to submit information they would like to contribute. As far as the online tool is concerned, IRMSA is collaborating with CURA to develop this using the previous years’ IRMSA Risk Report data as a pilot.

Risk Advisory

From the Risk Advisory side, a number of interventions were held with multiple of our members as well as non-members (who turned out to become members at the end of the projects) on specific areas based on their requirements. Different approaches were offered, ranging from technical advice, coaching and guidance on how to do risk management more effectively as well as having conversations around how to effectively implement problematic concepts and dealing with resistance to change.

The main value-added solutions were:

- Improving effectiveness or simply just implementing risk governance structures and risk operating models
- Guidance on the development of risk governance documents – specifically risk plans
- Better understanding the importance of risk appetite
- Unpacking the difficult topic of risk tolerance and key risk indicators
- Practical ways to implement risk appetite, tolerance and key risk indicators
- Sharing what IRMSA believes the future of risk management is
- Presenting the IRMSA Risk Reports to Boards and ExcOs
- Risk Workshops and facilitated problem solving

Risk Advisory in the Year to Come

One of IRMSA’s key focus areas for the year to come is to assist corporates with risk management maturity reviews. IRMSA is collaborating with RIMS to conduct a benchmark assessment in South Africa, resulting in a South African benchmark report and then rolling it down into corporates should they be interested.

The intention is to get an understanding of the company's maturity level, establish their target maturity level and offer solutions on how to address the gap.

IRMSA's second key focus area for 2018/19 originated from the IRMSA risk themes of the past three years which in essence challenge the future of risk management – for that reason IRMSA is partnering with The Institute for Futures Research (IFR) to give our members access to what we believe risk management is all about – the future and better decision-making.

The relationship is meant to enable risk management to gain insights into how systems thinking, foresight building and creating your own futures will add value to your current risk management effectiveness. IFR together with IRMSA have launched their first training opportunity taking place in August 2018.

Our third key focus area is to review our IRMSA Risk Guideline. This project can now commence as ISO 31000 has been updated.

EVENTS

IRMSA continues to strive to provide quality events for its members. The Events Committee along with all members from other committees gathered together twice last year, over and above the Event Committee meetings, to brainstorm topics, content and speakers in order to make sure that the Institute remains relevant and that our members' needs are met.

In 2017/2018, various events were offered to members and were all well attended. The Institute continues to see growth in Johannesburg, KwaZulu Natal, Cape Town and Namibia.

The following attendance was noted for the 2017/2018 year:

Events hosted	Gauteng attendees	Durban attendees	Cape Town attendees	Total
Breakfasts:				
May	157	83	66	306
Namibia (June)	-	-	-	120
June (AGM)	165	-	-	165
August	134	57	51	242
November	178	75	81	334
February	275	97	112	484
Conferences and other events:				
Governance Conference (May) (hosted by IIASA, IODSA, SAICA and IRMSA)	205	-	-	205
Risk Lab (July & August)	110	54	54	218
Risk Lab Masterclass	74	39	32	145
Conference (September)	371	-	-	371
Conference Master Class	214	-	-	214
Awards Dinner (October)	380	-	-	380
Forums (Mining)	13	-	-	13
			Total:	3174

IRMSA continues to be supported by its members and would like to thank the sponsors of all the events that took place in 2017/2018. The Institute values these contributions significantly.

Events hosted	Main Sponsors	Other Sponsors
Breakfasts:	-	-
May	-	BarnOwl and EU (Aecom)
June (Namibia)	-	Development Bank of Namibia
June (AGM)	BarnOwl	-
August	Marsh	-
November	Chubb	-
February	AIG	-
Conferences and other events:		
Risk Lab (July)	Marsh/Chubb	-
Conference (September)	Marsh	Chubb/AIG/ ERM/ Aon/ Willis Towers Watson/ Switch
Conference Master Class	-	-
Awards Dinner (October)	AIG	BarnOwl/ Isometrix/ Chubb/ ContinuitySA/ Cura/ Indwe/ Willis Towers Watson/ Marsh
Mining Forums	Isometrix	-

During 2017, the theme was “LEAD2017” and was the major theme that ran through each event for the year, positioning Risk Management and Risk Managers as leaders in all processes of the organisation.

In 2018, the main theme for IRMSA’s events and projects is Big Thinkers. IRMSA will continue to host the breakfasts, forums, conference and Awards Dinner, incorporating the theme of Big Thinkers throughout. There will a lot of focus on this year’s Conference and Master Classes in October (Big Thinkers: Connecting the Dots) which will be an international conference as it has been branded as an IFRIMA designated conference for 2018. Once again, a large focus at the Conference will be on Thought Leadership Pods, ensuring that delegates walk away with toolkits so that will be able to practically go back to their organisations and use what they have learnt at the Conference.

In 2017, the Risk Lab was offered in Johannesburg, Durban and Cape Town. A second day was introduced as a very practical Master Class where Innovation, Governance, Cyber Risk and Opportunity were further unpacked.

The Governance Conference, hosted by IRMSA, the South African Institute of Chartered Accountants (SAICA), the Institute of Directors Southern Africa (IODSA) and the Institute of Internal Auditors South Africa (IIASA), was held in May 2017. The event was a great success with fantastic speakers on the programme. IRMSA partners with these professional bodies every second year to host this event.

The Awards Dinner was once again a highlight of the year on the IRMSA calendar and is a wonderful event. It is an event that continues to add value to the profession where excellent work in the Risk Management industry is acknowledged.

RISK MANAGEMENT AWARDS 2017

At the Annual Awards Gala Dinner held on 3 November 2017, at Gallagher Estate, members and guests of the Institute gathered to celebrate excellence within the Risk Management industry.

The following awards were presented at this prestigious event:

President's Award:

Mark Robins

2017 IRMSA ANNUAL AWARD WINNERS	
INDIVIDUAL AWARDS	
Risk Manager of the Year	
Winner	Brendan Maseti
Runner Up	Simon van Wyk
Up and Coming Risk Manager of the Year	
Winner	Lesiba Mothata
Runner Up	Shaylene Adonis
Risk Specialist of the Year	
Winner	Lwazi Mbele
Runner Up	Helper Zhou
Risk Influencer of the Year	
Winner	King IV Committee The Institute of Directors in Southern Africa
INDUSTRY SPECIFIC RISK INITIATIVE AWARDS	
Agriculture, Forestry and Fishing	Senwes
Communication and Technology	Vodacom
Education	The University of Johannesburg - School of Accountancy
Financial Services	Nedbank
Government and Public Services	Ekurhuleni Metropolitan Municipality
Healthcare	Unjani Clinics
Hospitality and Tourism	Wilderness Safaris

Insurance and Reinsurance	Insurance Young Guns
Mining and Quarrying	Hernic Ferrochrome
Multimedia	Multichoice Support Services
Professional Services	Aurecon South Africa
Risk Management System Providers	Cura Risk Management Software
Transport and Logistics	OR Tambo International Airport – Airports Company South Africa
Wholesale and Retail	Pick n Pay Retailers

COMMUNICATION AND RISK INTELLIGENCE

The highlight for the Risk Intelligence Committee in the 2017/2018 year was the release of the fourth IRMSA South Africa Risks Report. The Committee supplemented the report with an electronic version as well as a version in an e-book format. For the first time we included an industry specific initiative. SANEA, the South African National Energy Association, with support from IRMSA, delivered their first energy specific risk report in 2018 and it was included in the IRMSA South Africa Risk Report 2018. The Risk Intelligence Committee also developed a standard presentation that was shared with IRMSA's broader database allowing for the fast and effective spreading of the risk report to management and the C-suite alike. The Risk Advisory department of IRMSA received numerous requests from Boards to deliver the Risk Report 2018 presentation.

The online South Africa Risks Report 2018 has been downloaded 5,968 times and 35 hard copies were sold.

Corporate Members also had the opportunity to support the report and we thank them for their continued involvement. The supporters of the 2018 South Africa Risks Report were:

- AIG
- BarnOwl
- Chubb
- Continuity SA
- Cura
- Iso Metrix
- Marsh
- Thryve
- UARM – North West University
- Willis Towers Watson

Other associations who contributed to the report:

- The Association of Municipal Electricity Undertakings (AMEU)
- Compliance Institute
- The Ethics Institute
- The Institute of Internal Auditors South Africa (IIASA)

- The Institute of Directors South Africa (IODSA)
- South African National Energy Association (SANEA)
- South African Reward Association (SARA)

The Risk Chats are sent out to the entire database every second week. Many members have found this useful to look at the current risks that their organisations are facing. What is interesting to note, is that the Risk Chats are compiled by members of the Risk Intelligence Committee who each complete several per year in their own time.

The Newsflash is released monthly and members are kept up to date with all IRMSA and industry news, with an insightful article written each month by the President on our current risk landscape.

IRMSA continues to work closely with its Media Partners:

- RiskAfrica
- Cover
- Commercial Risk Africa
- IRMSA has recently started working more closely with FIN24 as a media partner

Social Media

IRMSA uses three social media platforms:

- Facebook
- LinkedIn
- Twitter

More attention has been given to the platforms on a daily basis and we see live interaction with our members and stakeholders. This is visible with the increase in followers. We have also used digital marketing as a new source of advertising IRMSA membership and events.

Social Media Statistics Update: Year comparison			
Platforms	June 2018	June 2017	June 2016
Facebook followers	809	471	268
LinkedIn Connections	4796	2348	1345
Twitter followers	1062	736	378

INTERNS

In 2017, the Cruywagen-IRMSA Risk Foundation selected two South African interns, Siyamthanda Mnyani and Drooti Kala, who were hosted in Johannesburg and Cape Town for two weeks. They were joined by two students from the Illinois State University in USA, Karolina Ambrazaitė and Connor Strole.

Tsogo Sun kindly provided accommodation for the four students, in Johannesburg and Cape Town.

Corporate Members who hosted the interns:

- Capespan
- Marsh
- Nedbank

- National Treasury
- Royal Bafokeng
- Tsogo Sun

In 2018, four South African interns will be hosted in Gauteng for one week in July. After spending the week with the respective organisations, the top two interns will be selected to be sent to USA, to join two USA students. They will attend lectures at Illinois State University and be hosted by various USA organisations. This programme will take place in September 2018.

PUBLIC SECTOR

In 2018, the Public Sector Committee continued with the series of events started in 2016, to assist Public Sector members to “Navigate their Landscapes”. Breakfast events in the series have been hosted and well attended in Johannesburg, Cape Town and Durban.

The Public sector committee also compiled a Chief Risk Officer survey, with the intention to guide planned engagements between Chief Risk Officers (CROs) in the public sector through facilitated topics that will assist Head of Risk Management in the coming financial year. These will be rolled out through best practice presentations, including shared ideas by CRO’s in the risk management fraternity.

IRMSA hosted Standing Committee on Public Accounts (SCOPA), the South African Police Services (SAPS) and other public sector bodies at its offices in 2017. The conversations held have been fruitful and we have engaged in a number of projects with the different entities that will benefit the public sector.

STUDENT FORUM

Earlier in the year, IRMSA announced the release of the IRMSA Student Forum Website. This site serves to guide and educate students interested in Risk Management on their journey to success within the field. The site includes stories of achievements from our past interns, some of which serve on the student forum committee, as well as career advice and information about the Cruywagen-IRMSA Risk Foundation Intern Programme, including how to get involved.

We would like to see student membership grow as this is the very start of the professionalisation framework and route into risk management that these soon-to-be young professionals should aspire to. There are no fees for student members as we want to encourage involvement, networking opportunities and learning platforms without any financial restraints on our students.

We look forward to welcoming all students to this forum, as Student Members, and to encourage growth, learning, networking and development of our future risk practitioners.

In May 2018, IRMSA proudly hosted the official launch of the Student Forum. Past interns and young risk practitioners shared their stories and there was opportunity to ask questions and engage. This interactive evening event was well attended and provided a networking platform for our fellow students, interns and young professionals who are taking their careers in risk management to the next level. The Cruywagen-IRMSA Risk Foundation 2018 Internship Programme was also launched at this event.

REGIONAL COMMITTEES

The KwaZulu Natal Committee continues to meet quarterly in Durban and adds much value to the strategy and operations in the region. IRMSA has started to use the Country Club in Durban as the

new base for events in the region, which has been very pleasing to members attending IRMSA functions.

The Western Cape Committee has been extremely busy in 2017/2018. Not only have they continued to meet and assist IRMSA with strategy and operations for the region but with the water crisis experienced in the Western Cape, a Water Crisis Sub-Committee was formed. Several workshops were held by the committee to see how they could assist risk managers in the area. A Water Crisis Workshop was then held with members in the Western Cape, at Sanlam, in February 2018. A very successful day was hosted with members being able to learn about issues and share about and experiences of organisations in the Western Cape. The Western Cape Committee has become extremely active with this project.

IRMSA will continue to engage with members in the other regions of South Africa to see how they can be further assisted. Online learning and webinars will be used more to help those members to further engage and participate without the cost of travelling to the busier regions.

NAMIBIA

In June 2017, the IRMSA Namibia Hub hosted their first breakfast event in Windhoek. The event was well attended and actually more than doubled the expected attendance number.

The committee continue to meet quarterly and assist IRMSA in strategising in growing the risk management profession in the region. IRMSA hosted two training sessions in the second half of 2017 and will continue to host more training during 2018.

The committee has also been a major contributor to the IRMSA Awards strategy and for the first time, IRMSA will award an individual, project or initiative for work done outside of South Africa, at the Annual IRMSA Awards in November 2018.

A major project that has resulted from the committee, is a joint conference with the IIA and ISACA. This event has just taken place in Windhoek. This is the first conference that IRMSA has partnered in outside of South Africa.

IRMSA is engaging with members in different African countries to start various hubs in their regions. The main aim will be to create self-sustaining hubs within each area.

EXTERNAL PARTNERSHIPS

The IRMSA CEO currently sits on three steering committees:

- Public Sector Audit Committee Forum
- Professional Body Forum
- Anti-Intimidation and Ethical Practices Forum

IRMSA partners with other Professional Bodies :

- Actuarial Society of South Africa
- Association of Certified Fraud Examiners
- Institute of Directors in Southern Africa
- Institute of Internal Auditors South Africa
- Insurance Institute of South Africa
- South African Institute of Chartered Accountants

- South African Reward Association
- The Ethics Institute

IRMSA is currently working with other Professional Bodies and will be signing an alliance agreement to collaborate to protect the interest of the public.

International partnerships:

IRMSA has representation on the International Federation for Insurance Risk Management Associations (IFRIMA) Board. The International Federation of Risk and Insurance Management Associations (IFRIMA) is the international umbrella organisation for risk management associations, representing 20 organisations and over 30 countries around the world.

Meetings were attended by IRMSA in Philadelphia, USA and Monaco, Europe in 2017. The IFRIMA Meeting was also attended in San Antonio, USA in April this year and for the first time, IRMSA will host an IFRIMA Board Meeting in October in Johannesburg. The Board Meeting will be held during the 2018 IRMSA Conference and the international guests will participate in the IRMSA Conference and Master Class.

IRMSA works closely with International Risk Management bodies:

- AIRMIC - Association of Insurance and Risk Managers (UK)
- FERMA – Federation of European Risk Management Associations
- FUNDALARYS - Fundación Latinoamericana de Administración de Riesgos Alarys (Latin America)
- IFRIMA – International Federation of Risk and Insurance Management Association
- IRM – Institute of Risk Management (UK)
- RIMS – The Risk Management Society (USA)
- PARIMA – Pan-Asia Risk and Insurance Management Association

An agreement was signed with international bodies in October 2018 (FUNDALARYS, FERMA, PARIMA and RIMS) at the FERMA conference last year to further assist certified members of the respective associations with Continuous Professional Development (CPD) and work towards reciprocity and alignment of the risk management designations.

Conflict of Interest and Non-Disclosure Agreements were also signed at RIMS conference in April 2018.

FINANCIAL YEAR 2017/2018

Members have received notice that the Audited Financial Statements are available on the IRMSA website.

The Institute will note that IRMSA has had a year of reinvestment into the development of certain areas of IRMSA. At the IRMSA AGM hosted in June 2017, members were advised that the Institute would be investing money into further development of board exams, the technical areas of IRMSA and other projects – this is in line with the strategy of IRMSA to take the Institute to another level. Therefore, although the revenue grew in 2017/2018, operating expenses of the Institute increased

to accommodate the investment in the technical area of the business and in order to support various projects. Each year, the Institute has asked members to support the Institute as we take bold steps and invest in new initiatives and each year we see further growth. We will continue to grow IRMSA and know we will see the return of our hard work in the next few years with the support and further development of our members in the profession and Risk Management in South Africa.

When members review the financial statements, they will note the following in the 2017/18 financial statements:

Financial Year End	28-Feb-2018	28-Feb-2017	29-Feb-2016
Revenue	R14,505,126	R14,077,951	R10,138,737
Annual Subscriptions	R5,305,011	R4,556,070	R3,033,208
Other Income: Interest	R427,792	R487,762	R261,665
Training Income	R3,824,321	R3,608,455	R3,663,874
Breakfast Income	R350,353	R429,902	R298,722
Board Exam	R326,214	R317,426	R421,390
Risk Report Income	R188,093	R88,750	R76,000
Conference Income	R2,595,844	R3,253,861	R2,004,091
Operating Expenses	R11,247,697	R8,302,063	R5,790,204
Operating Surplus	(R1,221,084)	R1,571,397	R1,149,170
Cash Position	R6,763,063	R8,692,937	R6,521,840

There was an increase in Annual Membership Subscriptions from R4,556,070 in the previous year to R5,305,011. This is very positive for IRMSA as it shows that the Institute continues to attract new members but also retain members who find benefit in their membership with IRMSA.

With the IRMSA Executive Committee strategy to invest in the technical side of IRMSA, therefore elevating employee costs, and other projects, it is pleasing to note that the Revenue for the Institute continued to grow from R14,077,951 to R14,505,126.

However, with this said, the employee costs and other projects therefore increased to address the strategy set out by the Executive Committee which led to an increased Operating Expense of R11,247,697. The technical capability of IRMSA has of course been a major strategy of the Executive Committee. Our long term objective will be to grow this department with more subject matter experts.

IRMSA saw an increase in training in 2017/2018 which speaks volumes about the need to strong risk managers and risk management within organisations in the various sectors.

The Risk Report income increased from R88,750 to R288,093 which demonstrated how industry is fully supporting the work being produced each year. The risk report was the fourth edition and this project grows every year in the technical depth and support from the risk management community.

Breakfast events will continue to be an expense to IRMSA as these events are free to all members and add value to their membership. Although the events are supported by sponsors, the numbers attending breakfasts continue to increase. We are finding that the free events increase as budgets continue to get tighter for all individuals and organisations. The paid for events were more difficult for the usual delegates to attend in 2017. IRMSA expected more delegates at the conference in 2017 but many organisations could only send a few delegates or one delegate, instead of the usual number as in previous years. IRMSA always invests in the Conference and the Master Class in order to add a lot of value and education to the programme and therefore did not achieve the profit that had been budgeted for.

In 2017, IRMSA realised the need to bring in new financial procedures to further support the growing processes and revenue of the Institute. Project Evolution was introduced and has led to a far greater project than initially expected. Pastel Evolution had to be purchased to support the system in Your Membership. It was then noted that the server that IRMSA had could not accommodate the Project nor the number of processes taking pace at IRMSA. A new server was then purchased and will be able to support IRMSA for a long period of time, also allowing for further growth, staff and projects.

The various projects, investment in the technical capacity of IRMSA and the lowering in Conference income resulted in IRMSA not achieving the operating surplus that was experienced in the last few years. This was expected by the Executive Committee, particularly because of the investment that was deliberately done to increase the technical capability of IRMSA.

The unallocated receipts and refunds due rose from R103,113 to R303,427. The 2017/2018 figure includes a duplicate conference payment made, by a large Corporate Member, in error of R155,274. A refund has subsequently been made to the member and reduces that figure to R148,153.

The Institute continues to have difficulty with members who do not provide correct references when they make deposits into the IRMSA bank account and it makes it extremely difficult to then allocate the payment. Members are urged to use the reference number provided on their invoices for all payments.

The major contributor to debtors as at year end is training. The largest percentage of the training debtors is from the training that took place in February 2018. A substantial number of attendees for training, that are still in arrears, are from the Public Sector where fees cannot be paid up front and a Purchase Order is provided. However, the IRMSA team still struggle to have the fees due paid after the Purchase Order date. Of the outstanding debtors, over R300,000 has been allocated since year end. It is important to note that the increase in training sessions contributed to an increase in debtors.

Debtors at year end did not reflect the levels expected by management and increased from the previous financial year. We have identified the need for improved systems and procedures, particularly as more projects are taken on and training and events continue to grow. We want to ensure timeous collection of all debtors hence why a permanent debtors administrator has been

employed and the implementation of Project Evolution.

The Finance Committee meet almost monthly and keep a tight control on the financial matters of the Institute.

In the previous financial year, 2016/2017, IRMSA used ITAC for the first time as the external auditors. At last year's AGM, members agreed to use the same firm once again for the 2017/2018 year. The process has gone well and no issues were experienced. IRMSA will recommend, at the AGM on 26 June, that we re-appoint ITAC again for the next financial year, 2018/2019.

PROJECT EVOLUTION

Project evolution is the project of integrating Your Membership (the membership and financial system that is used by IRMSA) to Pastel (Evolution) and to revisit and revise all systems relating to the administration and finances of IRMSA.

It therefore does not only refer to the "Pastel Evolution" software, but also to the whole Evolution of IRMSA processes and administration.

Historically, Your Membership and Pastel could not be integrated, manage duplicated processing, and had a lack of controls and difficulty in reconciling the two systems. The need for simpler processes and reporting had to be addressed. There was a major lack of reporting on debtors, and this had substantial impact on year-end financial statements and the annual audit. On a management level, the purpose is also to, once fully implemented, give better, more accurate and timeous reporting on:

- Revenue, specifically per event / type of income
- Expenses, also per event/type of income
- Surplus/deficit per event/type of income
- Outstanding debtors (invoicing)

Management will also have better control over procedures and operations. Eventually, time will be saved in the process and there will be greater focus in effective management.

Project Evolution should be functioning properly by July 2018 and an interim audit will be conducted by ITAC in August.

THE YEAR TO COME

The IRMSA year started with many projects scheduled for the year to come. The IRMSA Team and Committees will continue to focus on the events, training, thought leadership and communication of the Institute.

A large focus for 2018 will be on:

- The IRMSA Conference on 3 – 4 October 2018, with the Master Classes being held on 5 October in Johannesburg and on 8 October in Cape Town.
- IRMSA's technical and advisory capacity.
- Review of the IRMSA Guideline.
- Maturity Assessments of organisations.

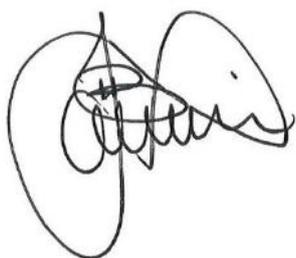
The IRMSA Executive Committee held a Strategic Session in March 2018. The session led to many outcomes for IRMSA in 2018 and for the next few years.

The Executive Committee's main objectives for 2018/19 (and for the next five years) are to:

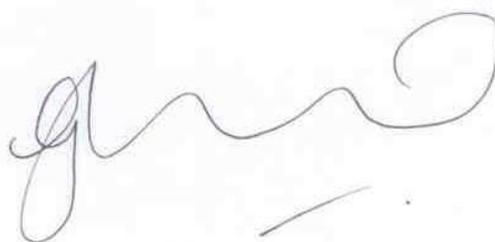
- Increase IRMSA's support for individual and corporate members through technical guidance and advice, providing risk intelligence and the setting of standards, development of guidelines and practise notes. Our fulltime Chief Risk Advisor, Christopher Palm, will help drive this strategy and look at creating a larger support team to assist members.
- Continue growing risk management in other African countries with the objective of creating self-sustaining hubs/institutes.
- Develop and deliver training interventions that are aligned and responsive to the maturity levels of organisations and to look at other training platforms for those members who do not reside in the major regions.
- Continue to work with IRMSA's global partners and align strategy and certification with these bodies.
- Continue to strive to professionalise Risk Management in South Africa and further develop risk professionals and create more awareness of Risk Management at the executive level.
- Target the C-Suite and ensure that there is an increased ownership of risk management from senior levels, right through the organisation. We see the importance of the CEO and Board being fully invested in risk management of their organisations and therefore, in the next few years, IRMSA would like to influence the profile of the Chief Risk Officer in organisations.
- Devise a Succession Plan and resources planning in order to maintain sustainability.
- Influence regulations where possible.
- Remain relevant in a quickly changing landscape.
- Be positioned as a Centre of Excellence and to be top of mind for all organisations.
- Be a trendsetter and move into the unknown.
- Never become complacent and determine what more can be done to improve the Institute.

We look forward to seeing you at the AGM on 26 June, where we will discuss the various areas of IRMSA at a high level and allow members to network and benchmark.

Yours faithfully



Berenice Francis
President



Gillian le Cordeur
Chief Executive Officer