

# **CURRICULUM VITAE**

## **Zakariya Hoosain**

### *Synopsis:*

- Chartered Accountant (SA), Masters in Development Policy & Practice
- Over 20 Years experience in Financial Management both Public Service and Private Sector, Governance, Assurance (Internal and External Audit), Financial Management Systems; of which 15 years is in an Executive Role
- Strategic thinking, with a bias for implementation
- Active member of SAICA Southern Region Public Sector Committee since 2009
- Change Enablement and Strong People Empowerment focus
- Strong inter-personal capability, conducive for Partnering and collaboration
- Problem resolution and conflict management abilities
- Believer in building excellence at all levels of the organisation
- Belief that ICT is key for business efficiency and a key enabler for innovation

## OVERVIEW

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I have been in executive roles both in the Private Sector as a Partner in a Professional Services firm, as well as in the Public Sector as Head of the Provincial Treasury I have conducted various audits in the private and public sector and have a solid understanding of the key disciplines in the financial governance space.

A sound 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. I have a bias towards implementation; and have a strong understanding of systems thinking methods and principle-based approaches in applying change theory to execute of the organisation's strategy.

My personal values play a pivotal role in my decision-making and how I deal with people across all levels. My preferred leadership style is that of inclusiveness. I people in the development and capacitation of staff across all levels – everyone has a contribution to make if given fair opportunity and support.

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

I have facilitated workshops and made numerous presentations at various public and private forums, seminars and conferences on a range of topics to both officials and politicians. I have also been invited to address students at university and professional 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 am currently the Chief Audit Executive at the City of Cape Town, which is a large metropolitan municipality.

## QUALIFICATIONS & ACHIEVEMENTS

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### **Personal Achievements:**

- Shortlisted and interviewed for the 2020 Auditor-General of South Africa
- 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 mid-tier firm that has been in existence since 1932
- Appointed as the Head of Department of a Provincial Treasury at the age 37
- Achieved 4th place in the category Best Ethical Department out of all provincial departments across the country in 2016/17 Public Service Excellence Awards
- Hosted various international delegations as part of my duties as Head of the Treasury
- Launched a SAICA accredited training office in the Western Cape Government
- Appointed as an audit committee member to several public entities at the age of 30, including being appointed as Chair

I have been an active member of SAICA's Southern Region Public Sector Committee since 2009 and was appointed as vice-chair in 2010, then chairperson during 2019. I have actively engaged at membership structures, as well as promote awareness with stakeholders and youth about the profession. I participated in and hosted various benchmarking exercises at inter-provincial level and international level (Canada and Italy).

### **Qualifications/Certifications:**

- Masters in Development Policy (UCT) (2021)
- 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)

Professional Membership held:

- South African Institute of Chartered Accountants (SAICA) (**current**)
- Independent Regulatory Board for Auditors (IRBA) (up to 2020 – voluntary deregistration)
- Fellow Member of the Institute of Directors (IOD) (up to 2018 – voluntary deregistration)
- Member of the Institute of Internal Auditors (IIA-SA) (up to 2017 – voluntary deregistration)

## WORK EXPERIENCE

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### 2020 to current – City of Cape Town (Chief Audit Executive):

Key responsibilities include:

- Prepare and drive a risk-based audit plan for the City and its municipal entity
- Promote sound stakeholder relations
- Maintain a quality assurance programme for the internal audit activity
- Promote sound financial management, human resource and governance practices
- Manage the strategic interface with the audit and performance audit committee
- Provide technical support to the Municipal Public Accounts Committee
- Chair the Financial Misconduct Committee

### 2020 – Overberg District Municipality (Chief Risk Officer) – Contract Position:

Key responsibilities include:

- Provide risk management services to the participating municipalities for an agreed fixed period.

### 2015 to 2019 – Western Cape Provincial Treasury (Head Official / HoD):

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, other 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
- 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 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)
  - Promote sound financial with 5 successive clean audits
  - **Risk management champion** for the last 7 years in the department, and **ERMCO chair**
  - Review and approve departmental 3-year **internal audit plan** in concert with Audit Committee
  - **Human capital management:** Promote sound labour practices; Promote health and wellness, as well as implementing flexible work policies. Initiated the culture turnaround project
  - **ICT and Innovation:** Drive the e-Vision and promote the use of technology to drive efficiency
  - Promote **inter-governmental relations, including hosting international delegations**
  - Achieved 4<sup>th</sup> 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 production/improvement of the integrated work plan, promoted its implementation with **stakeholders**.
- Represent the province at appropriate **IGR structures**, locally and nationally.
- As part of integration, led the development of the PT district engagement model with Municipalities; including the implementation model (beyond the conceptual stage)
- **Produced the WCG's first CA(SA) in 2019** through the PT CA Academy

## **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 through the use of 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 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):**

Given the opportunity to start up 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 IT General Control Reviews.

As the Lead Partner, provided outsourced (CAE) and/or co-sourced internal 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

Parallel to this, I have also taken over the **public sector audit portfolio** of the firm and overseen the **successful delivery of various PFMA and MFMA assignments** conducted on behalf of the Auditor-General, while growing our national portfolio of Auditor-General assignments 3-fold.

Conducted **Quality Assurance Reviews of over 25 PFMA and MFMA audits** over the years, for Auditor-General assignments in the Western and Northern Cape.

### **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.

- Listed Retailer – Secondment: Third party IT contract dispute
- Listed Telecomms – Subscriber Base Assessment and **General IT Controls Review**
- Listed Entity – IT **Disaster-Readiness Review**
- State-owned entity – **Business Continuity** Simulation Exercise for SAPO (5 business units)
- Listed Telecomms – **Applications control review** (Billings System)
- Listed Telecomms – **Applications control review** (Loyalty system)
- Listed Telecomms – **Internal Control review** (Billing Systems Assessment)

### **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 relation 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**
- 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)**

- Successful conclusion of my training contract / articles