



2-day Conference 27th - 28th March 2018, The Country Club, Auckland Park, JHB  
Plus 1-day Pre-Conference Workshop 26th March 2018

## **Cross-border Mining Procurement \* Supply Chain Management \* Logistics**

For Heads & Managers of: Procurement, Supply Chain, Logistics, Operations, Category Management,  
Purchasing, Sourcing, Contract Management, Commercial

[www.crossbordermining.com](http://www.crossbordermining.com)

### **Conference Day One: 27<sup>th</sup> March 2018**

**08:00** Registration

#### **THE BIG PICTURE**

**09:00** Welcome by Bernard Swanepoel, Chair, Joburg Indaba and Chair, Small Business Institute of South Africa (SBI)

**09:05** Chairman's opening remarks

Clive Govender, CEO, CGC Consulting Services (former Head of Supply Chain, Anglo American Platinum)

**09:10** Keynote address: Supplying mining goods and services in an integrated Africa

Seth Akweshie, Industrialisation Advisor, SADC Secretariat

**09:40** Is China enabling a disruptive impact on mining in Africa?

Dr Martyn Davies, Managing Director: Emerging Markets & Africa, Deloitte

**10:10 Overview of the cross-border mining services industry in Africa: what are the opportunities and challenges?**

- What is the current value of the mining services industry in Africa?
- Where are the greatest opportunities? Which type of companies stand to benefit?
- What are the biggest challenges that need to be overcome for the mining services industry to realise its full potential?
- What are the benefits of using Johannesburg as your base for exporting into Africa?

**Lullu Krugel, Partner, Strategy & Chief Economist, PwC**

**10:30 Morning refreshments**

**MINING THE SUPPLY CHAIN**

**11:00 Supply chain strategies in Africa: what works and what doesn't?**

- What are the supply chain challenges of operating in Africa and how do you overcome them?
- To what extent is it possible to have a 'one-size-fits-all' supply chain strategy?
- How much do the logistics infrastructure, costs and lead times for different countries vary and how does this affect the design of your supply chain network?
- How will the recent upswing in commodity prices affect your strategy over the next 12-24 months?

**Sarantis Kosmas, Senior Business Consultant, Strategnos**

**11:20 The different types of supply chain: what works for your business?**

- What are the pros and cons of the different supply chain models – outsourced vs. in-house?
- If outsourcing, how do you select the right 3PL/4PL provider for your needs? What factors do you need to take into account?
- What supply chain models in Africa are working right now? Examples of best practice *(10 min case studies x 3 followed by panel discussion)*

**Major Miner perspective:**

**Willem du Plessis, Leader Procurement, Energy & Minerals, Global Business Services, Rio Tinto**

**Junior Miner perspective:**

**Howard Galloway, Managing Director, Phambili Contract Mining**

**Mining equipment supplier perspective:**

**Hennie van der Walt, Director Global Aftermarket & Customer Support, Bell Equipment**

**12:20 Off the cuff with Bernard Swanepoel**

**Q&A**

**12:30 Lunch**

## **BEST PRACTICES**

### **13:30 Current challenges of cross-border trade in and out of Zimbabwe and strategies at Zimplats for alleviating constraints**

**Charles Mugwambi**, General Manager, Commercial, **Zimplats**

### **13:50 Off the cuff with Bernard Swanepoel Q&A**

### **14:00 Panel discussion: Strategies for alleviating constraints in cross-border supply chains**

- What can be done to reduce the impact of the different factors which lead to delays at border posts - congestion, vehicle inspections, paperwork, import licences, etc.?
- What other inefficiencies exist in the supply chain between African countries and how can their effect be minimised?
- Overcoming the logistical and transport challenges of delivering goods to remote mine sites
- What are the pros and cons of moving from national to regional distribution hubs?
- How can mining houses and equipment suppliers speed up their supply chain? What is best practice?

**Chair: Divyesh Kalan**, Executive Head, **Makoya Advisory**

**Panellists:**

**Mufaro Muzvondiwa**, General Manager Supply Chain, **SENET**

**Gerald Povey**, Vice President Sub-Saharan Africa & Projects, **DSV**

**Jason Skewis**, Supply Chain Executive, Support Office, **International Facilities Services (IFS)**

**Charles Mugwambi**, General Manager, Commercial, **Zimplats**

### **14:45 Afternoon refreshments**

## **BEST PRACTICES (cont.)**

### **15:15 Demand planning and forecasting and its impact on the supply chain**

- Why is demand planning and forecasting important for an efficient supply chain?
- Which staff/departments do you need to involve in the planning process and how often?
- What tools and information do you use in order to accurately forecast demand for different items at different points in the supply chain?
- How do you take into account external factors such as market volatility and political uncertainty?

**Hermann Siegling**, Group Supply Chain Manager, **Debswana**

**15:35 Implementing sound anti-corruption principles and policies in your organisation and supply chain**

- The legal context and requirements
- The practical elements of anti-corruption
- The elements of an anti-corruption compliance programme
- The practical challenges of implementation
- Expanding anti-corruption standards to your supply chain

**Chair: Chris Theron**, Commercial Manager & In-house Legal Counsel, **DRA Global**

**Panellists:**

**Dr Janette Minnaar-van Veijeren**, Founder, **ProEthics**

**Leanne Kirsten**, Contracts & Procurement Manager, **DRA Global**

**16:20 Chairman's Closing remarks**

**16:30** Close of day one and drinks reception

**Conference Day Two: 28<sup>th</sup> March 2018**

**08:00** Registration

**09:00 Chairman's opening remarks**

**Clive Govender**, CEO, **CGC Consulting Services** (formerly Head of Supply Chain, Anglo American Platinum)

**FINANCING & FUNDING**

**09:10 What is the true cost of exporting into Africa?**

- Identifying all the latent costs involved in exporting goods in terms of duties, taxes, transport, etc. and building them into your budgeting process
- What is blanket exemption and how do you obtain it?
- Is cost the only important factor to consider? How important are quality of service and reliability in comparison?
- How can you take advantage of existing economic agreements and trade corridors to lower the cost of exporting?

**Renato Torres**, Chairman, **Nacala Corridor** (part of **Vale**)

**09:30 How best to finance the supply chain**

- What are the reasons behind the cyclical working capital requirements of the mines?

- How can suppliers better manage the risk of extended payment terms and potential cashflow shortages? What recourse do they have if payment is not met?
- How does supply chain/supplier finance mitigate the effects of payment term extension and risk within the supply chain?

**Emuel Schoeman**, Executive Director, **Propell**

**09:50 Panel discussion: Trade finance and cross-border payments: how to fund the movement of goods into Africa?**

- What are the financial challenges of exporting goods into Africa in terms of regulatory compliance, currency availability?
- Managing exchange rate risk: what can you do to mitigate the risk of exchange rate fluctuations which could negatively influence your input costs?
- What are the risks and advantages of adopting a hedging policy?
- What is the role of Export Credit Agencies (ECAs) in financing the export of goods into Africa and how does it differ from that of the banks?
- What innovations and trends are taking place in trade and commodity finance which could assist mining companies exporting into Africa?

**Chair: Paul Miller**, Mining Finance, **Nedbank Corporate & Investment Banking**

**Panellists:**

**Stephen Meintjes**, Trade Transactional Product and Services, **Standard Bank**

**Lloyd Caughey**, National Head of Sales, Global Business Unit, **Nedbank Corporate & Investment Banking**

**Lodewyk Meyer**, Partner, **Hogan Lovells**

**10.35** Morning refreshments

**OPTIMISING PROCUREMENT**

**11.05 Effectively managing costs in your procurement function**

- What has been the impact of the ratings downgrade on costs? How can you accurately forecast costs for a longer-term project given that quotes expire in 30 days or less?
- How do you factor inbound logistics costs into your pre-feasibility planning for cross-border projects?
- How do you manage forex risk when using global suppliers?
- Centralised vs decentralized procurement models: what is most cost effective across your business and regions that you operate in?
- Factoring in the costs equipment repair/replacement at cross-border mining sites
- What initiatives can you implement to drive costs down?

**Mzimasi Tshikila**, Group Manager, Supply Chain Management, **Exxaro**

**11:25** **Successfully building relationships with your suppliers and managing their performance**

- How do you engage with your suppliers to build long-term relationships and reduce costs?
- What methods can be used to measure, analyse and manage supplier performance?
- How do you identify and build relationships with local suppliers in the different countries in which you operate?

**Kamogelo Mampane**, Chief Executive, **TK Global Experts**

#### **11:45 Panel discussion: strategies for optimising your procurement function**

##### **Panellists:**

**Mzimasi Tshikila**, Group Manager, Supply Chain Management, **Exxaro**

**Kamogelo Mampane**, Chief Executive, **TK Global Experts**

#### **12:05 Off the cuff with Bernard Swanepoel**

##### **Q&A**

#### **12:15 Lunch**

### **PROCUREMENT BEST PRACTICE**

#### **13:15 Meeting the challenges of establishing effective contractual structures, contract management and performance**

- Establishing the right contracting methodologies and environment
- Why are contract negotiations much longer and more complex than previously and how does this impact on your procurement process?
- What are the challenges involved in contract administration? How do you ensure that the requirements of the contract are met?

- How do you handle disputes and claims effectively?

**Sindiso Sichone**, Supply Chain Manager, **Mopani Copper Mines**

**Tony Penfold**, Commercial Consultant, **DRA Global**

#### **14:00 Case study: The power of responsible procurement and conflict-free minerals**

- The Bisie Tin Project – what does conflict mineral legislation aim to achieve?
- Examining Alphamin's Dodd-Frank compliance and its non-compromising stance on the supply of conflict-free minerals
- How are responsible mining developments in Africa being driven by sound business decisions?
- The dichotomy between responsible and less responsible tin producers and how controls sterilize the onward sale of illegitimate minerals
- How will Alphamin continue to champion social contribution and the supply of conflict-free minerals in the future?

**Boris Kamstra**, Chief Executive Officer, **Alphamin Resources**

**14:20 Off the cuff with Bernard Swanepoel**  
**Q&A**

**14:30** Afternoon refreshments

### **CREATING VALUE THROUGH LOCALISATION**

**15:00 Keynote address: Localisation and regional opportunities: The SA Mining Phakisa and the need for a SADC Regional Mining Vision (RMV)**

- The Africa Mining Vision (AMV) and establishing the backward (local supplier) linkages
- The SA Mining Phakisa - developing local supply chains
- The MEMSA and SAMPEC mining and processing capital goods clusters
- SADC: Regional mining procurement strategies
- SADC mining macroeconomic landscape
- The need for a regional strategy (SADC Regional Mining Vision)
- Managing SADC "variable geometry" (RMCs at different stages of development)
- The main challenges to regional mineral inputs (backward linkages) development

**Dr Paul Jourdan, Resource-based Development Consultant & CEO, Mining Equipment Manufacturers of South Africa (MEMSA)**

**15:30 The opportunities for and challenges of developing a regional hub for mining supply chains in West Africa: The case of the National Supplier Development Programme in Ghana**

- Examining the objectives of the Ghanaian comprehensive national supplier development programme (NSDP) launched in November 2017
- How will the NSDP help to build the right kinds of skills and capabilities among local firms to help them produce to the scale, quality and cost expected by mining firms?
- How is the Government planning to facilitate more investments, business partnerships and joint ventures to make business less costly and improve the competitiveness of local industries in the mining supply chains?
- What advantages does Ghana have in providing a strong hub to supply the mining industry with different products and services?
- What opportunities exist for South African suppliers to set up regional manufacturing and service hubs in Ghana through joint ventures and business partnerships?

**Kojo Busia, Coordinator, African Minerals Development Centre, United Nations Economic Commission**

**15:45 Panel discussion: Localisation - meeting local procurement requirements both in SA and the rest of Africa**

- The amended BBBEE scorecard: what does it mean for procurement in the SA mining sector?

- What can other countries learn from SA's local empowerment requirements?
- What does local mean? How do you engage with your communities to promote local economic development?
- How can you ensure that your local procurement strategy facilitates inclusive growth without adversely affecting service quality or delivery?
- Understanding the localization requirements in each country in which you are operating: how do you deal with challenges such as lack of infrastructure and smaller-scale suppliers?
- How can you create local communities, both in SA and further afield, that flourish in conjunction with your mining operations?

**Chair: Clive Govender, CEO, CGC Consulting Services** (formerly Head of Supply Chain, Anglo American Platinum)

**Panellists:**

**Nosipho Damasane**, Senior Vice President, Supply Chain, **Sasol Mining**

**Eric Bruggeman**, Chairman & CEO, **SA Capital Equipment Export Council (SACEEC)**

**Freddy Mugeru**, Chairperson, **MEMSA**; CEO, **Fabchem**

**Dr Paul Jourdan**, Resource-based Development Consultant & CEO, **Mining Equipment Manufacturers of South Africa (MEMSA)**

**Kojo Busia**, Coordinator, African Minerals Development Centre, **United Nations Economic Commission**

**16:30** Chairman's closing remarks

**16:40** Close of conference

**Pre-Conference Workshop: 26<sup>th</sup> March 2018**

Led by: **Bowmans**

**13:00** Registration and lunch

**14:00** Understanding the legal and tax requirements of exporting goods into Africa

- **Cross border trade with South Africa**
- **Customs issues**
  - World Trade Organization standards in relation to customs classification and valuation
  - The customs clearance process in various African countries
  - Value Determination Numbers in South Africa
  - The interaction between transfer pricing and customs
  - Common mistakes
- **Exporting goods from South Africa – key VAT issues**



- Zero-rating exports: Direct versus indirect exports in terms of the VAT regulations, documentary requirements (SARS interpretation note 31), and common mistakes
  - Standard rated exports: Obtaining VAT refunds through the VAT refund administrator process
  - **International tax issues: Base Erosion and Profit Shifting (BEPS)**
    - OECD Model Tax Convention: “permanent establishment” and income tax presence within a country
    - OECD BEPS initiative and action plan (high level discussion)
    - Transfer pricing: the international arm’s length standard
    - International information exchange (high level discussion)
- Patricia Williams, Partner & Virusha Subban, Partner, Bowmans**

**17:00** Close of Workshop

***The organisers retain the right to amend the programme, content, timings and speakers.***