Baker Tilly Gwatidzo rebrands

BAKER Tilly Gwatidzo, recently rebranded to Baker Tilly as part of one of the world's leading networks of independently owned and managed accountancy and business advisory firms, Baker Tilly International. Excellency and consistency of service are central to the firm. Baker Tilly International is present in 147 countries worldwide. Baker Tilly traces its roots to April 2001, when Phibion Gwatidzo (PG) founded Gwatidzo and Company Chartered Accountants in Harare, Zimbabwe. Gwatidzo has championed the firm's growth into one of Zimbabwe's leading accountancy firms. Gwatidzo believes Baker Tilly is well positioned for phenomenal growth in the next five years given the expertise and service excellence enshrined within the organisation. Below is an interview with the Financial Ga-

Q: Baker Tilly has re-branded congratula-

PG: Indeed, this is a worldwide process of brand alignment and positioning. The brand alignment helps us offer our clients a seamless service across the 147 countries in which we operate.

Q: Who is Baker Tilly? PG: We have evolved if you like, from Gwatidzo and Company in 2001 to Baker Tilly today. Baker Tilly currently has offices in Harare, Bulawayo, Mutare, Gaborone and Lusaka. We serve clients in five offices across three countries. We are premier accounting and business advisory firm offering a full suite of services.

Q: Who are the key partners in Baker Tilly?

PG: Baker Tilly comprises of seven partners. Phibion Gwatidzo is the chief executive officer and founding partner. Pride Bhunu is the regional head of technical services. Fungai Nyagwaya is the regional head of assurance services. Bruce Beckley is the regional head of taxation services. Samuel Njanji is the regional head of talent development. Ranjith Ramachandran is a partner in charge of business services. Darwin Shinde and Kelvin Kaluba are directors based in Zambia.

Q: What has kept Baker Tilly in business for

a long time?

PG: Baker Tilly prides itself in an uncompromising high level of excellence. Baker Tilly has over the years benchmarked their daily operations on Baker Tilly International set standards which have yielded continued successful results with each

Q: May you explain the reasons behind the

Baker Tilly was prompted to rebrand so as to ensure that their visual identity is at par with the group visual identity for Baker Tilly International.

Baker Tilly CEO Phibion Gwatidzo

The rebranding exercise is also meant to assist with the new territories that Baker Tilly is embarking on globally.

Q: What will define your firm's strategy in 2017 and how will this be

PG: Our strategy has always been to be the advisor of choice and to help midmarket corporates, privately held businesses, governments, NGOs and notfor-profits maximise opportunities and stay competitive. That strategy will not

Q: Where do you see Baker Tilly in the next five years?

PG: We envisage that Baker Tilly will be a leader in the mid-market space, will continue to be successful at building people and impacting the world. We will spread our wings in major cities in Southern Africa and we will continue to provide a challenging dynamic and thrilling work environment.

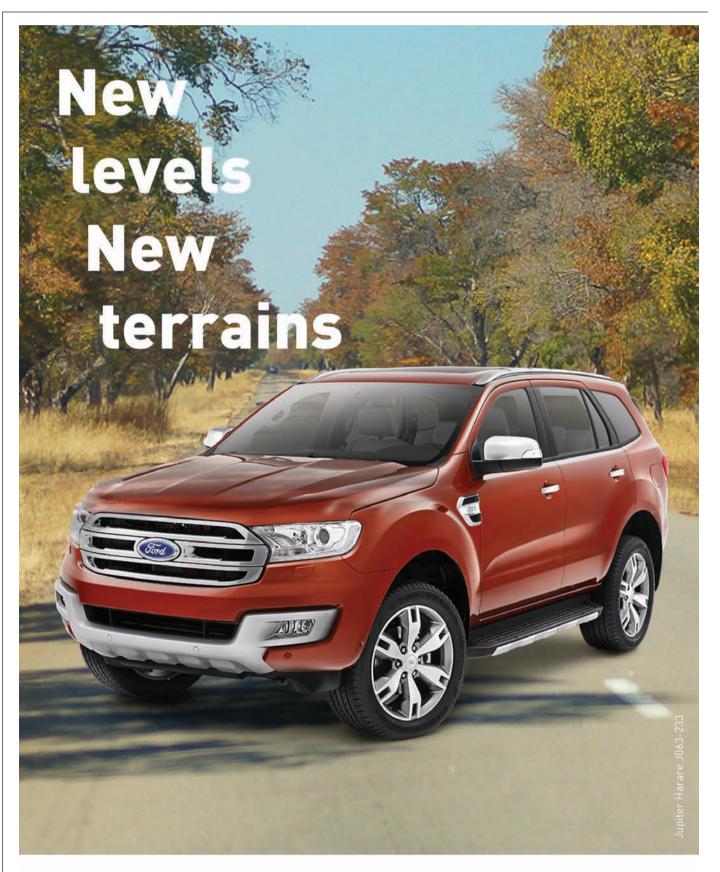
Over the years we have invested heavily in delivering high quality professional development programmes, our success speaks for itself. We will continue to invest in technology to enhance our already smart professional deliver a seamless and efficient service.

Q: Which professional services does Baker Tilly offer?

PG: Baker Tilly offers audit, tax and advisory services.

Q: What challenges are being faced by the accountancy profession in Zimbabwe?

PG: I have always said that the profession needs a vibrant economy to thrive. We can only be as strong financially as the clients we serve. The Zimbabwe economy and infrastructure has and continués to deteriorate, that is a major challenge. The liquidity challenges in the economy have not spared the profes-



Congratulations to Baker Tilly on a successful re-brand and for meeting international standards. May you build more people and impact more nations as your journey continues....



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Why accounting firms need to broaden their focus

Gerald Herter

BROADEN your horizons!" The smiling face of the late Richard Glickman crossed my mind as I stepped off the plane at Cape Town International Airport in South Africa.

Twenty years earlier, Glickman had welcomed me in Toronto with that inspiring challenge at the inaugural meeting of what was to become Integra International (Integra), a worldwide association of accounting firms.

My business partner of many years, Steve Williams, and I had just arrived in Cape Town for Integra's 18th Annual World Conference, held in October

This journey exemplified just how far our horizons had been expanded over the past two decades both professional-

ly and personally.
Our firm, HMWC CPAs & Business Advisors, a local accounting firm in the Orange County city of Tustin, California, was launched from entrepreneurial beginnings. The founder, a native of New York, headed west to California, where he originated the firm in the 1960s, rapidly developing a reputation and expertise for the healthcare and real estate fields

Other firm members and I followed over the years, also from the east, as if in a 20th century response to 19th century newspaperman Horace Greeley's famous enticement to early settlers: "Go west young man.'

Near the end of the 20th century, the firm had been focused primarily on clientele in Southern California.

But with increasing frequency, those

clients were talking of expanding their businesses across the country and beyond. We knew that, to continue serving them effectively, we would need to "broaden our horizons" far beyond our local neighbourhood.

When the call came that Glickman was forming a new organisation to tackle that precise concern, we readily signed on as founding members. Over the years that followed, as Integra grew from 13 initial members in North America to over 100 firms around the world. Steve and I had both served on the executive committee, as well as in the office of president for the Americas, Asia, Australia and New Zealand division of the group.

Steve now serves on the Global

Participation in Integra proved fruit-

ful for our growing California clientele, as well as for clients of Integra member firms from other parts of the world, seeking to establish opera-

tions in our home territory.
Through the process we developed first-name relationships, as well as life-long friendships, with professionals like ourselves all over the

Before Integra, I never fathomed finding the opportunity to gain such warm, personal connections on this widespread a basis.

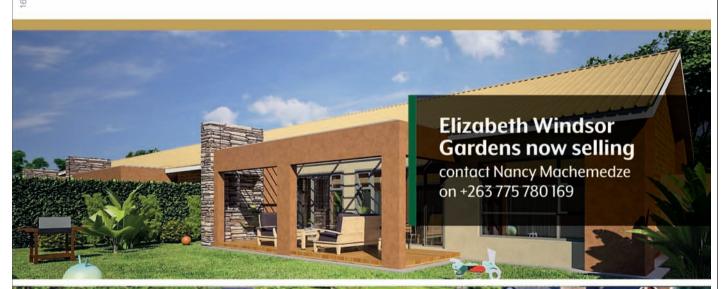
As I reflect back, my most profound discovery was that my new friends and colleagues and I were much more alike as human beings than we were different.

We shared similar hopes and dreams for our clients, as well as for the wider world around us.

As the world conference commenced, the wide range of benefits that could be derived from participating in an international association

Congratulations BAKER TILLY

for a successful rebrand and wishing them the very best for the future. From the Directors and Staff of **Dawn Properties Limited.**





8th Floor Beverly Court, 100 Nelson Mandela Ave./Fourth St. Harare, Zimbabwe







Baker Tilly Gwatidzo rebrands

Q: There have been views that auditors are compromised. They are supposed to audit executives who are the same people who give them contracts. So they may not reveal some key findings. What is your view?

PG: I cannot comment about auditors in general, but I can comment about those who carry the Chartered Accountant Zimbabwe brand. These are the most highly trained professionals I know of. They are ethical, they are professional, they have integrity, they maintain their independence and they are accountable. Auditors are generally appointed by shareholders on recommendation from directors. They are also required to be independent of directors and to comply with professional standards. I have confidence in the audit profession in Zimbabwe and would like to assure stakeholders that auditors are actually independent and objective.

Q: Can you shed more light on the IFRS 15 that will be coming into effect in 2018?

PG: IFRS 15 deals with revenue recognition from contracts. It also requires entities to provide users of financial statements with informative, relevant disclosures. The standard provides a single, principles based five step model to be applied to accounting for contracts. IFRS 15 was issued in May 2014 and applies to reporting periods commencing on or after January 1, 2018. Earlier adoption is permitted. IFRS brings clarity and simplicity as it replaces several other standards, IAS 11 Construction Contracts, IAS 18 Revenue, IFRIC 15 Agreements for the construction of Real Estate. We are encouraging our clients to imple ment earlier.



All firms within the Baker Tilly network adhere to consistently high quality standards and share skills, resources and expertise to create best practice.





Group Chief Executive Officer: **Phibion Gwatidzo**

Phibion holds Bachelor of Accounting Science Degree and an Honours Bachelor of Accounting Science Degree both from the (University of South Africa). He qualified as a Chartered Accountant in 1991 after serving articles with Deloitte & Touché in Harare. Phibion has 28 years' experience in the accounting field, 23 years in public accounting and auditing. He serves on the Institute of Chartered Accountants of Zimbabwe. Auditing and Professional Standards Committee and is a director of several companies. He is a member in the Baker Tilly International Africa Coordination Committee and he is also the African representative in the EMEA Advisory Council. He spearheads business development in the Baker Tilly Group.



Partner: **Pride Bhunu**

Pride holds Bachelor of Accounting Science Degree and an Honours Bachelor of Accounting Science Degree both from the University of South Africa. He qualified as a Chartered Accountant in 2010 after serving articles with Baker Tilly in

Pride has over 10 years' experience in the accounting field, all 7 years in public accounting and auditing and all of them served with Baker Tilly. He has 5 years' post qualification experience and was admitted into partnership in 2014.

Pride heads our technical services department.



Partner: **Fungai Nyagwaya**

Fungai holds a Bachelor of Accounting and Finance Degree from Africa University and an Honours Bachelor of Accounting Science Degree from the University of South Africa. He qualified as a Chartered Accountant in 2009 after serving articles with Baker Tilly in Harare and is entitled to use the designation Chartered Accountant (Zimbabwe). Fungai has 9 years' experience in the accounting field, all 9 years in public accounting and auditing and all of them served with Baker Tilly. He serves on the Institute of Chartered Accountants of Zimbabwe Auditing and Professional Standards Committee and the Education Committee. Fungai has over 7 years' experience in the audit of Public Companies, Private Companies, Financial Institutions, Educational Institutions, Public Enterprises, government departments, Not For Profit Organizations and public institutions. He is the Partner in charge of the Harare office.



Botswana Partner Samuel Njanji

Samuel holds Bachelor of Accounting Science Degree and an Honours Bachelor of Accounting Science Degree both from the University of South Africa. He serves on the Botswana Institute of Chartered Accountants' Education Committee. Samuel has experience with the firm, its methodology and its management. He has been involved in all aspects of audit and support work on most of the firm's significant clients and his knowledge and standing, and his calm manner make him a first rate advisor on aspects of business ranging from investment, to taxation and core accounting matters. He has more than 8 years experience in the audit of Public Companies, Private Companies, Financial Institutions, Educational Institutions, Public Enterprises and Not for Profit organizations. He has conducted audit and consulting assignments in the non-profit sector, for both the donors and the beneficiaries of the funds, particularly in the framework of international projects managed by NGOs and associations. He is the Partner In charge of the Botswana



Botswana Partner Ranjith Ramachandran

Ranjith holds a BA (Economics) from the University of Calicut obtained in 1984.He qualified as a chartered Accountant in 1990 after serving articles in India and is entitled to use the designation Chartered Accountant (India). In 1999 Ranjith qualified as SAP R3 Application Consultant with the SAP Academy in South Africa. He is a Fellow Member of BICA. He has been involved in the audit/accounting/consultancy field for over 23 years in Botswana and has accumulated a vast array of experience in a variety of different industries. He has served in the position of a Senior partner at a multinational accounting firm, Liquidator, Technical assistant to Casino control board and part-time lecturer at University of Botswana during his span in Botswana



Bulawayo Partner: Bruce Beckley

Bruce holds a Bachelor of Accounting Science Degree from the (University of South Africa) He qualified as a Chartered Accountant (England & Wales) in 2002 after serving articles with Ernst & Young in Bulawayo and London and is entitled to use the designation Chartered Accountant (England & Wales).Bruce has 18 years' experience in the accounting field, 12 years in public accounting and auditing. Before joining Baker Tilly, Bruce was responsible for managing Baker Tilly International's Quality Assurance program Worldwide for three years based in London. Bruce has over 10 years' experience in the audit of Public Companies, Private Companies, Financial Institutions, Educational Institutions, and Public Enterprises and Not for Profit organisations in England and Zimbabwe. Bruce is the Office Managing Partner of Baker Tilly 's Bulawayo Office.



Associate Partner Nyasha Zhou

Nyasha holds an Honours Bachelor of Accounting Degree from the University of Rhodesia, (1980). He obtained a Masters Degree (MBL) with UNISA in 1998 with research specialization on Strategy Implementation - "Translating Strategy into Action". He qualified as a Chartered Accountant in 1981 after serving articles with Deloitte in Harare where he rose to the position of Audit Partner with training and staff development responsibilities. Nyasha has over 30 years' experience in the accounting and management field, with specialization in Capacity Audit and strategy. Nyasha is a conference speaker on areas of Corporate Governance and Strategic Management and has presented at the World Economic Forum (Africa).



Advisory Services Manager **Uthara Mohan**

Uthara holds Bachelor of Arts Degree from the (University of Calicut, Kerala, India). She qualified as a Associate of Ceritified Chartered Accountants in 2014 after serving articles with MRC in Gaborone and is entitled to use the designation ACCA and ACPA (Botswana). Uthara has 13 years' experience in the accounting field, 13 years in public accounting. Uthara's primary responsibility is advisory services with special focus on Accounting, Tax and Company secretarial services.



Introduction to new revenue standard: IFRS

THE International Accounting Standards Board (IASB) issued a comprehensive new revenue recognition standard that will supersede nearly all existing revenue recognition guidance under IFRS.

The standard's core principle is that a company will recognise revenue when it transfers goods or services to customers at an amount that reflects the consideration to which the company expects to be entitled in exchange for those goods or services. In doing so, companies will need to use more judgement and make more estimates than under today's guidance.

The new standard will likely affect the measurement, recognition and disclosure of revenue, which is often a company's most important financial performance indicator and the one most closely scrutinised by investors and analysts.

IFRS 15 Revenue from Contracts with Customers was issued by the IASB on May 28 2014 with a planned introduction for periods beginning on or after January 1, 2017.

The effective date was delayed to January 1 2018 to allow for extended clarification and public consultation.

As a practical imperative, it also allows companies the opportunity to identify the differing performance obligations in respect of multi-year contracts that concluded in prior periods.

This is necessary in order to correctly state revenues for all comparative periods when retrospectively adopting the principles contained in IFRS 15. This standard replaces IAS 18 Revenue and IAS 11 Construction Contracts, as well as the related SIC 31 and IFRICs 13, 15 and 18.

ternational Accounting Standards Board (IASB) and the US standard-setter, the Financial Accounting Standards Boards (FASB). The objective was to converge the respective standard-setters' approaches to revenue in order to improve comparability between entities, industries and jurisdic-

The standard's core principle revolves around a five step model:

Step 1 - Identification of the contract Step 2 - Identifying the performance obligation(s)

Step 3 - Determination of the transaction price

Step 4 - Allocating the transaction price to performance obligation(s)

Step 5 - Recognising revenue

We have noted below some of the more

challenging elements of the new model found in steps 1 and 2.

Step 1: Identification of the contract

A contract exists when it is approved and both parties are committed to performing; the entity can determine each party's rights regarding goods or services transferred; the payment terms are identifiable; the contract has commercial substance; and it is probable that the consideration will be collected.

All of the above criteria have to be met in order for revenue recognition to occur. As an example, when transacting with insolvent counterparties the collection of consideration may be unlikely, i.e. not

Accordingly, there will be an initial delay in revenue recognition until collection of the consideration becomes probable.

Step 2: Identification of the performance obliga-

Performance obligations, or the promise to transfer a good or service to a customer is assessed at the start of each contract to determine whether the contract contains more than one distinct good or service, or a series of distinct goods or services with the same pattern of consumption.

Generally, a good or service is distinct if the customer can benefit from the good or service on its own or together with other readily available resources and if that promise to transfer goods or services is separately identifiable from other promises

For example, when entering into a typical cell phone contract it comprises the provision of a good i.e. the handset, and the provision of services, i.e. connection to the service provider's infrastructure enabling the use of the handset, and usage charges for making calls, accessing the internet etc.

Although the sale of the goods and services are generally packaged in one contract with no distinction between the fee charged for the handset relative to that charged for some of the services, the operator will be required to recognise the sale of the handset once the customer has taken ownership thereof, whereas the services provided will be recognised as provided over the term of the contract.

A determination is to be made as to the value of the revenue to be recognised for the respective goods and services, bearing in mind that some services may be accumulated, have differing patterns of consumption etc.

IFRS 15 introduces a new approach to revenue recognition which may result in changes from the recognition criteria adopted under IAS 18 Revenue. The revised approach may also necessitate changes in systems or controls and should therefore be carefully considered in all instances.

Step 3: Determine the transaction price-The 'transaction price' is the amount of consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer, excluding amounts collected on behalf of third parties e.g. some sales taxes.

To determine this amount, an entity considers multiple factors.

An entity estimates the transaction price at contract inception, including any variable consideration, and updates the estimate each reporting period for any changes in circumstances.

When determining the transaction price, an entity assumes that the goods or services will be transferred to the customer based on the terms of the existing contract, and does not take into consideration the possibility of a contract being cancelled, renewed, or modified.

Step 4: Allocate the transaction price to the performance obligations in the contract-The transaction price is allocated to each performance obligation — generally each distinct good or service — to depict the amount of consideration to which an entity expects to be entitled in exchange for transferring the promised goods or services to the customer.

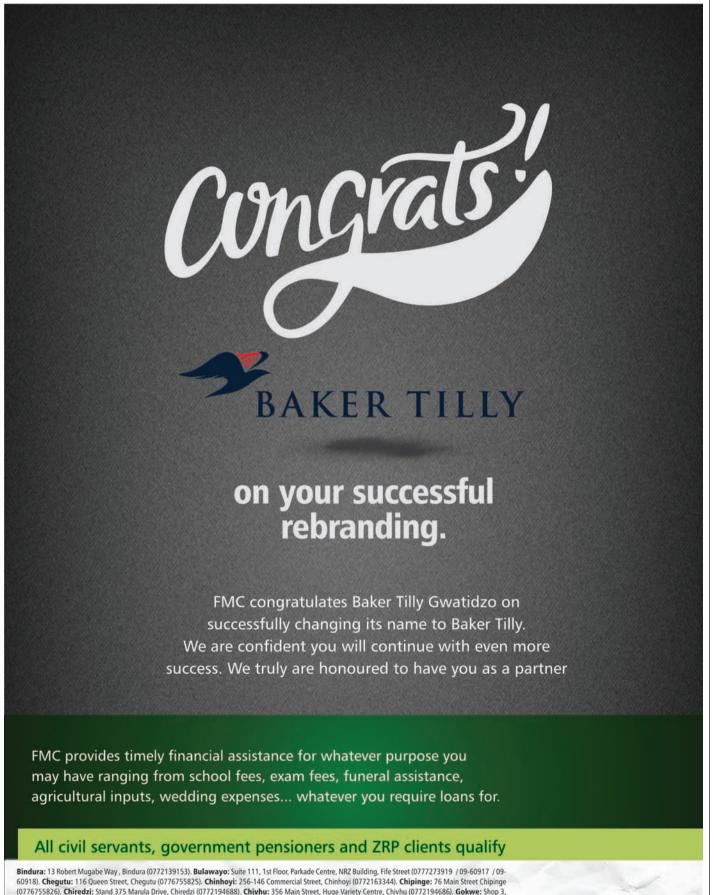
An entity generally allocates the transaction price to each performance obligation in proportion to its stand-alone selling price.

However, when specified criteria are met, a discount or variable consideration is allocated to one or more, but not all, performance obligations.

This step of the revenue model comprises two sub-steps that an entity performs at contract incep-

Step 5: Recognise revenue when or as the entity satisfies a performance obligation — An entity recognises revenue when or as it satisfies a performance obligation by transferring a good or service to a customer, either at a point in time (when) or over time (as).

A good or service is 'transferred' when or as the customer obtains control of it. — rsm.global



(0776755826). Chiredzi: Stand 375 Marula Drive, Chiredzi (0772194688). Chivhu: 356 Main Street, Huge Variety Centre, Chivhu (0772194686). Gokwe: Shop 3, Stand 2 Old Dhlamini Complex. Gokwe Town Centre. Gokwe (0782711711). Guruve: Tahwa Stores. Box 77. Guruve (0733056591). Gwanda: 279 Khartoum Street. 5th Avenue, Gwanda (0782762962). Gweru: Office Number 6 First Floor, Moonlight House, 55 - Five Street (0782709903). Harare: Ground Floor Law Society House, 46 Kwame Nkrumah Avenue, Harare (771623 / 748731 0772139157). Hwange: Stand 247, Chibondo, Baobab Hill, Opposite Compensation House, Hwange (0782768237). Kadoma: Shop 22 ZB Building, Robert Mugabe Road, Kadoma (0776755822). Karoi: Stand No. 118, Bourganvillia Way, Karoi (0776755823). Kwekwe: Stand 5662, CAIPE Kwekwe Centre, 1st Floor, Old Railway Road, Kwekwe (0782703620), Marondera: Stand 254, Posselt Avenue, The Green, Marondera (0776755819). Masvingo: Shop 2 CABS Building, Simon Mazorodze Road, Masvingo (0772194687). Mt Darwin: 1 Main Street , Mt Darwin (0776755827) Murehwa: Stand No. 235. Chigumadzi complex Murehwa (0772156458). Mutare: 508 Herbert Chitego Avenue. Mutare (0772145001). Myurwi: nd Number 31, Birmingham Road, Mvurwi (0772163345). Rusape: 19B Robert Mugabe Way, (Former Allied Bank) Rusape (0776755824). Zvishavane: Stand 1895 Cnr 1895 Robert Rd/ Ireland Rd Zvishavane (0782784320).



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Allen Wack & Shepherd Global Freight managing director Sheila
Mashiri

Allen Wack & Shepherd Global Freight leads the pack

ALLEN Wack & Shepherd Global Freight (Pvt) Ltd is a leading player in the freight industry in Zimbabwe having distinguished itself in freight forwarding and customs clearing, imports, exports and warehousing for air, sea, rail and road transport.

The company has been in existence for more than 50 years operating along the world's major trade routes offering complete service in regional and international shipping and freight.

Allen Wack & Shepherd Global Freight was incorporated in 1971 in Zimbabwe and has grown organically establishing offices in South Africa, Mozambique, Malawi and Zambia.

South African operations commenced in 2007 while its presence in Malawi has stretched over 10 years.

Allen Wack and Shepherd Global Freight Zambia and Mozambique operations are still fairly new.

"We have over the years created solid relationships with shipping lines that service routes from Asia and Europe. Allen Wack & Shepherd Global Freight (Pvt) Ltd offers services to any client requiring a freight agent. We offer complete confidence by providing total freight management solutions backed with hands on service totally tailored to meet the client's needs," said the company's managing director Sheila Mashiri.

In addition to a wide branch network, Allen Wack & Shepherd Global Freight (Pvt) Ltd is present or represented at all ports of entry in Zimbabwe and has warehouses at its head office in Msasa, Harare that are adequate to meet clients' needs for warehousing space.

Additional warehousing facilities are available as the need arises.

Allen Wack & Shepherd Global Freight (Pvt) Ltd recently unveiled a new pay off line: "Excelling beyond freight and a new promise: "To delight you our key stakeholders". To

this end the company is working towards achieving ISO9001:2015 certification as it strives to be the leading player in the freight forwarding business through providing quality service to its customers and stakeholders.

The company' head office is in Msasa, Harare and has branches at Harare International Airport, Beitbridge, Bulawayo, Gweru, Plumtree, Forbes border post, Nyamapanda and Chirundu.

In response to the changing global economies, Allen Wack & Shepherd Global Freight (Pvt) Ltd has positioned itself strategically to offer services as the clients demand thereby facilitating flawless movement of goods across borders.

"Different countries have different economies of scale and comparative advantages such that they now concentrate in producing goods they are most efficient at and import those that would cost more to produce.

"China has also become an economic powerhouse and is the leader in the export of goods worldwide. As freight forwarders we facilitate this trade by assisting industry to move goods in and out of our borders into the region or the world at large. Our market cuts across all sectors of the economy from mining, agriculture, manufacturing, energy (fuels), telecommunications and the retail sector," Mashiri said.

She observed that the economies in sub-Sahara Africa were mainly commodities export dependant and imports heavily industrial parts and sub components, machinery, finished goods while the emerging markets were also experiencing a boom in bilateral trade with the region.

Mashiri said that there was no job too big or too small for Allen Wack & Shepherd Global Freight as the company was geared to handle any assignment as the customer desired.

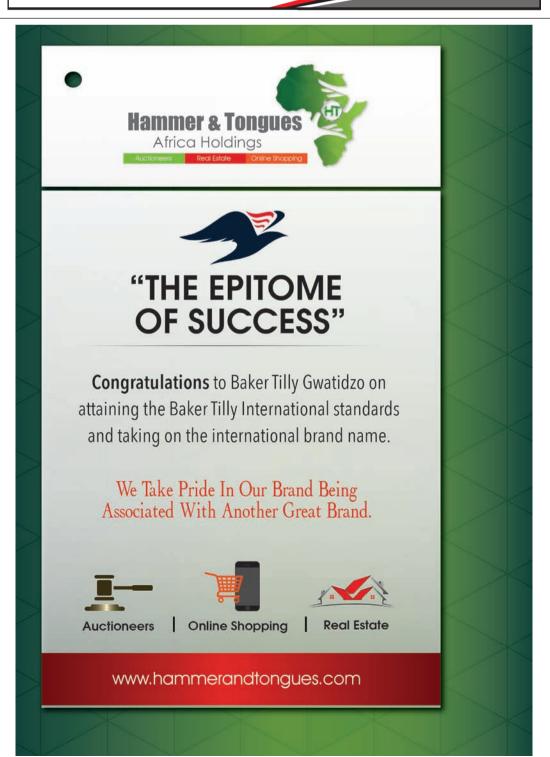


The Board, Management and Staff at Allen Wack & Shepherd Global Freight (Pvt) Ltd are proud to be associated with the rebranding of Baker Tilly Gwatidzo to Baker Tilly and wishes them well in this journey of excellence.

We are committed to meeting and surpassing our clients' and stakeholder needs through consistently offering high standards of customised service in the logistics, forwarding, warehousing and handling business.

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We congratulate and are proud to be associated with the rebranding of

Baker Tilly Gwatidzo to



and wish them well in this new journey of growth.

www.berebrothers.com mail@berebrothers.com



Why accounting firms need to broaden their focus

From Z12

For the firm as a whole, as well as for Steve and I as individuals, occasions for growth and service presented themselves in a variety of ways.

An initial example came at the opening reception, held in the lush gardens of Cape Town's Mount Nel-

There, and later at dinner down by the waterfront, I was joined by Patti Shnell, daughter of an attorney friend and referral source from California.

Newly equipped with a law degree, Patti had just embarked on a yearlong assignment, employing her legal skills with a firm in Cape Town, assisting refugees fleeing from countries further north in Africa. Patti shared with me and my Integra colleagues the pressing needs of the refugee community.

Not as well publicised as crises in the Middle East, war and oppression in unstable African regimes have driven distressed victims to the more settled surroundings of South Africa.

Patti was clearly energised by the work, pleased that she already had eight cases. She was already hoping her stay might be extended beyond the year, so that she could accomplish even more.

Judging by the interactions at the reception with those from such diverse locales as New Zealand, Israel and Washington, D.C., the refugee cause articulated by Patti was one that resonated with Integra members

far and wide.

The start of formal sessions the next morning reaffirmed the decision to hold this year's world conference in Africa. New member firms from Nairobi, Kenya and Dar es Salaam, Tanzania, were welcomed as they described their firms and countries to the gathering. They were joining the 11 other firms that formed the Integra membership on the African continent. This nucleus of firms represented Integra's growing presence in the few short years since a formal plan was initiated to serve this exciting, emerging marketplace. There are 54 countries in Africa.

Integra has made a good start with almost 25 percent of those countries

already in the fold.

After a session where the overall history of South Africa was summarised for the participants, the group was captivated by the keynote speaker, Zelda la Grange.

Born and raised as a child of apartheid, la Grange was met and easily won over by the gracious, accepting nature of Nelson Mandela, who hired her as his personal aide.

Serving him for almost 20 years, she was at his right hand, a most trusted confidant.

La Grange shared the humanity of Mandela, a man who talked of respecting people as human beings.

He conveyed to her that how you approach a person will determine how a person will treat you. La Grange illustrated this insight by describing their first meeting, when Mandela took her hand and immediately disarmed her by speaking to her in her own Afrikaans language. She shared a favourite quote of his: "If you speak to a man you speak to his head, but if you speak his language you speak to

He certainly spoke to her heart, just as she spoke to ours that morn-

The next session continued an anticipated tradition that highlighted another benefit of the synergistic connections between Integra mem-

ber firms. Robert Coe, from London Integra firm Wilder Coe, displayed the colourful Cape Town-themed Integra t-shirt. Attendees who shared with the group examples of work they either received or referred to other Integra firms were given one of the prized t-shirts.

To further the fun, t-shirt recipients had a goal by the end of the conference to obtain signatures on their t-shirt from all the Integra members attending the conference.

No matter how many t-shirts were ordered for each conference, they were gone by the time all the referrals had been shared.

Other session topics included the economy, Brexit, the new lease accounting standard, succession planning, cross border taxation, online marketing and accounting software.

Participants also enjoyed opportunities for interacting during breaks, at formal dinners as well as at events with traditional African cuisine and entertainment, and a tour of scenic Table Mountain, high above the city.

The Integra International Cape Town member, C2M Chartered Accountants Inc., in addition to hosting a splendid conference, also presented the informative sessions on African history and creative online marketing concepts.

Their commitment to community causes that create a tangible, positive impact on the lives of others was evident as well. The firm is a longtime sponsor of the Masibambane Sport Foundation, an organisation with the vision to utilise sport as a means to develop and uplift the youth of local communities. The firm's involvement is based on the belief that "... a passion for sport can unite the youth ... It creates a platform that helps them to grow and develop despite social and economic disparities..."

After the conference and a few days absorbing South African wild-life and culture, Steve and I headed home, filled with fresh ideas and directions for the firm, going into the future.

I would begin a new journey, seeking out and encouraging prospective member firms to join Integra, to broaden their horizons. Steve, as HMWC managing partner, would be pursuing ways to incorporate new innovations gleaned from the Cape Town conference.

Even so, along with other partners, we would still find time to take part in one of the local causes our firm sup ported.

Rolling up our sleeves, we helped provide shelter, meals and support for homeless families through our tax client, Family Promise of Orange County, while the firm's community outreach committee sought additional opportunities for staff to give of themselves in various capacities.

Though my firm's initial goal in joining Integra International was to strengthen our ability to serve clients in the rapidly expanding global arena, an unforeseen benefit has been the opportunity to share with fellow members the mutually fulfilling commitment to serve a multitude of the challenging adversities prevalent in our world today.

In so doing, the value we add to our client's success proves even richer and more rewarding.-accountingtoday.com

•Gerald Herter served as managing partner for HMWC CPAs & **Business Advisors for many years,** as well as a director and regional president of Integra International.