

THE POWER OF COLLABORATION

Building Networks that Drive Public Value

Sithole Mbanga
Chief Executive Officer, SALGA

97th CIGFARO Annual Conference
Durban ICC | 08 October 2026

CIGFARO
Chartered Institute of
Government Finance, Audit & Risk Officers

FRAMING THE LEADERSHIP CONVERSATION

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

TODAY'S CONVERSATION:

- Responding to a more complex operating environment
- Making collaboration purposeful
- Organising around public value
- Building enduring institutional networks
- Convening the local government ecosystem
- Converting partnerships into delivery
- Leading the shift to collective impact



RESPOND TO COMPLEXITY THROUGH CONNECTED LEADERSHIP

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

Municipalities must simultaneously:

- Meet growing service-delivery expectations
- Strengthen financial sustainability
- Maintain critical infrastructure
- Improve governance and institutional capability
- Manage interconnected risks
- Accelerate digital transformation
- Rebuild public confidence

Interconnected challenges require connected institutions.



COMBINE CAPABILITIES TO ACHIEVE SHARED OUTCOMES

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

No single institution possesses all the:

AUTHORITY | EXPERTISE | RESOURCES | CAPABILITY

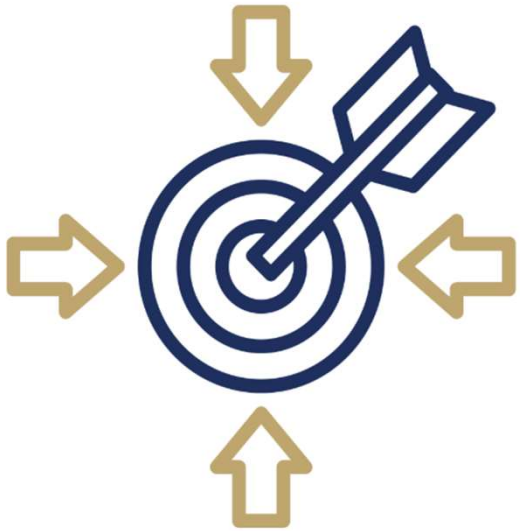
required to address the challenges confronting local government.

Collaboration creates public value when relationships translate into shared purpose, coordinated capability, disciplined implementation and measurable results.

ALIGN MANDATES WITHOUT DILUTING ACCOUNTABILITY

Purposeful collaboration requires:

- A shared understanding of the challenge
- A clearly defined outcome
- Clarity of institutional roles
- Committed capabilities and resources
- Coordinated implementation
- Accountability for results



The power of collaboration lies not in dissolving mandates, but in aligning them.

MAKE PUBLIC VALUE THE MEASURE OF SUCCESS

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

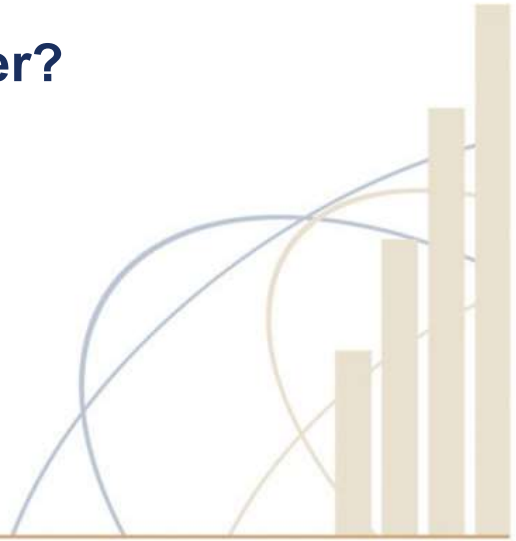
COLLABORATION IS THE METHOD. PUBLIC VALUE IS THE OUTCOME.

Collective action must:

- Improve municipal and community outcomes
- Strengthen institutional capability
- Support responsible resource stewardship
- Reinforce public confidence

The defining question

What changed because our institutions worked together?



INSTITUTIONALISE NETWORKS BEYOND INDIVIDUAL RELATIONSHIPS

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

FROM PROFESSIONAL CONTACTS TO INSTITUTIONAL CAPABILITY

Enduring networks are built on:

- Shared purpose
- Defined roles
- Complementary capabilities
- Trust and information sharing
- Coordinated implementation
- Accountability for results

Networks must outlive individual relationships.

CONVENE THE ECOSYSTEM AROUND MUNICIPAL PRIORITIES

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

SALGA connects:

Municipalities | Government | Professional bodies

Academia | Business | Civil society

Organised labour | Development partners | Communities

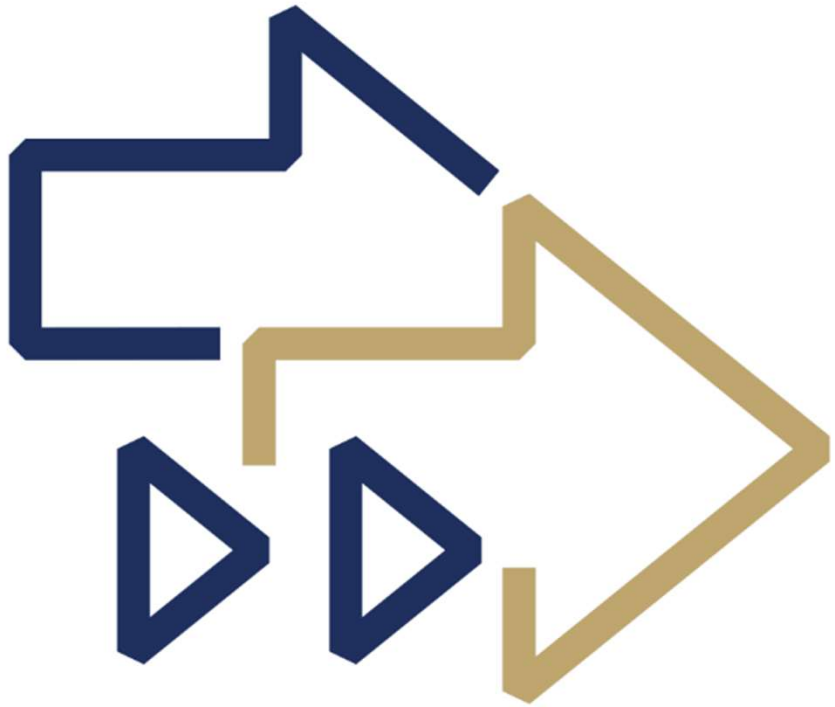
At the centre
Municipal priorities and community outcomes

CONVERT PARTNERSHIPS INTO MEASURABLE DELIVERY

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

A SIGNATURE IS NOT AN OUTCOME

Shared problem
↓
Defined contributions
↓
Committed resources
↓
Coordinated implementation
↓
Monitoring and learning
↓
Measurable public value



Accountability gives collaboration substance and credibility.

LEAD THE SHIFT FROM INTENT TO IMPACT

FROM	TO
Institutional silos	Shared outcomes
Consultation	Co-creation
Agreements	Implementation
Isolated practice	Shared learning
Activity reporting	Measurable impact

The Leadership Imperative

Strategic clarity | Institutional humility | Implementation discipline | Courage

MOBILISE COLLECTIVE CAPABILITY FOR PUBLIC VALUE

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

The future of local government requires:

- Connected institutions pursuing shared outcomes
- Policy connected to implementation
- Expertise connected to municipal need
- Resources aligned with clear priorities
- Networks that strengthen capability and accountability
- Collective action that produces measurable results



Our greatest power lies in what we can connect, coordinate and deliver together.



Thank You!

CIGFARO
Chartered Institute of
Government Finance, Audit & Risk Officers

www.cigfaro.co.za

SAQA Recognised Professional Body