

Leading with Purpose: The Human Side of Public Finance Leadership

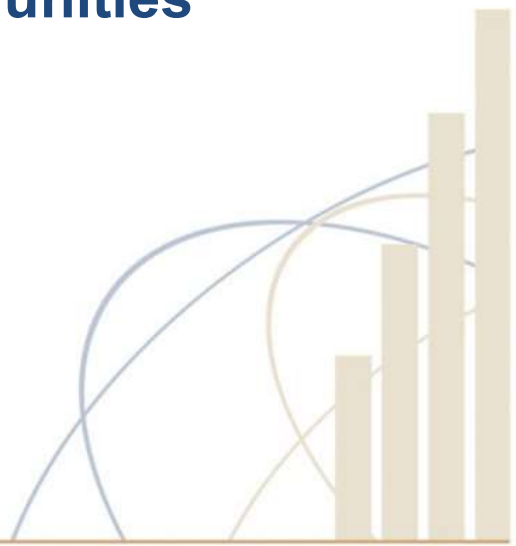
08 October 2026

CIGFARO
Chartered Institute of
Government Finance, Audit & Risk Officers

PRESENTATION OUTLINE

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

- Purpose
- Strategic Planning Models
- Ethical Leadership, integrity and accountability
- Change Management and Theory of Change
- Governance Matters
- The ultimate level of services needed by communities



1. PURPOSE

- To reframe public finance leadership as both stewardship and people leadership.
- Explore the behaviours that build trust and accountability.
- Connect financial decisions to public value and service delivery.

2. STRATEGIC PLANNING MODELS

- There are several strategic planning models available; however, the three models listed below are among the most appropriate for strategic planning in the public sector.
- McKinsey's 7S – Strategy, Structure, Systems, Shared Values, Skills, Style and Staff. **NB** – "Purpose at the center; People at the core & Technical skill as the enabler".
- PESTLE - Political, Economic, Social, Technological, Legal and Environmental factors.
- SWOT Analysis - Strengths, Weaknesses, Opportunities and Threats

3.ETHICAL LEADERSHIP, INTEGRITY, ACCOUNTABILITY & EMPLOYEE EMPOWERMENT

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

- Encourage honesty, transparency and responsible use of taxpayer money.
- Building a culture of accountability across all levels of the organisation.
- Demonstrate ethical behaviour and leading by example.
- Preventing corruption, fraud, conflicts of interest and misuse of power.
- Make decisions for the public good even when faced with challenges
- Develop people, mentoring & coaching, creating opportunities for succession planning, delegate with clear authority and support; plan capacity and prioritise transparently & avoid making crisis the normal operating model.

4.CHANGE MANAGEMENT & THEORY OF CHANGE

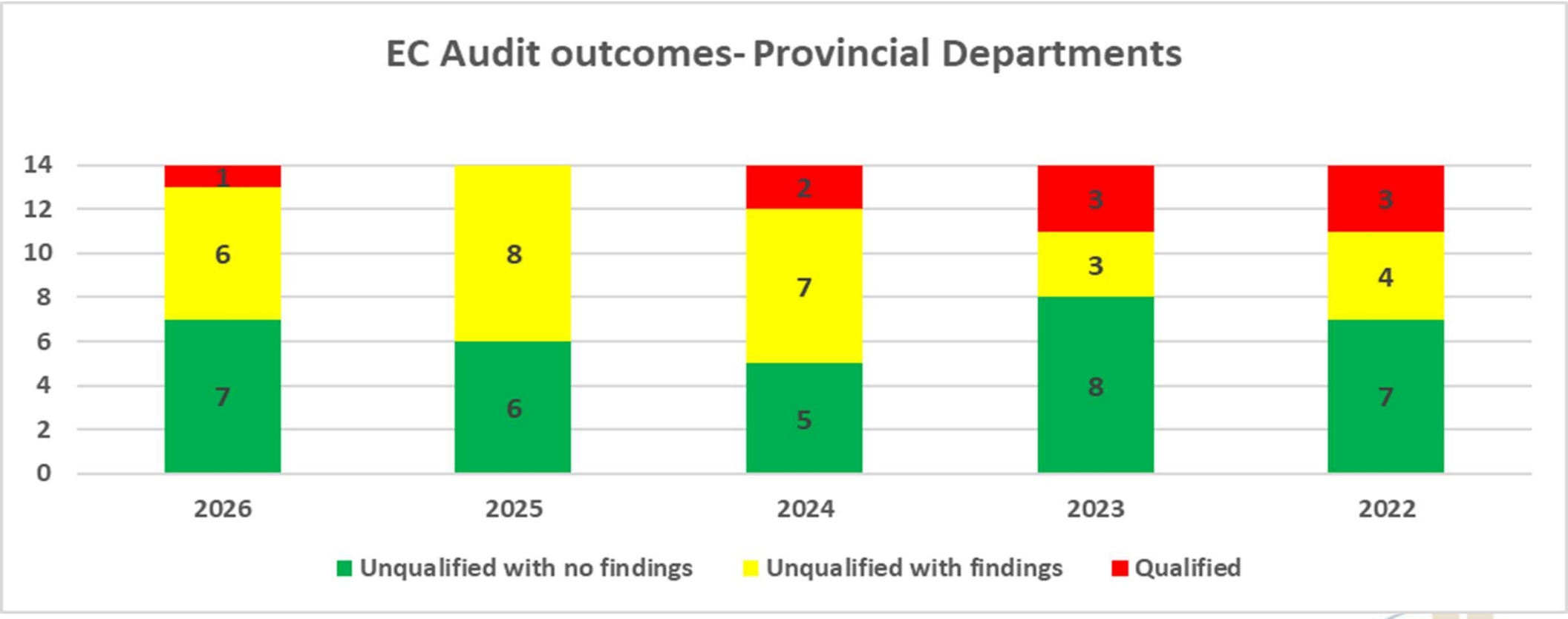
CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

- Leading employees through financial reforms, digital transformation and organisational reorganisation.
- Manage resistance to change through communication and participation.
- Develop resilience in response to budget constraints and changing priorities.
- Encouraging innovation while maintaining financial controls.
- Help employees understand the purpose and benefits of organisational change.

5. GOVERNANCE MATTERS

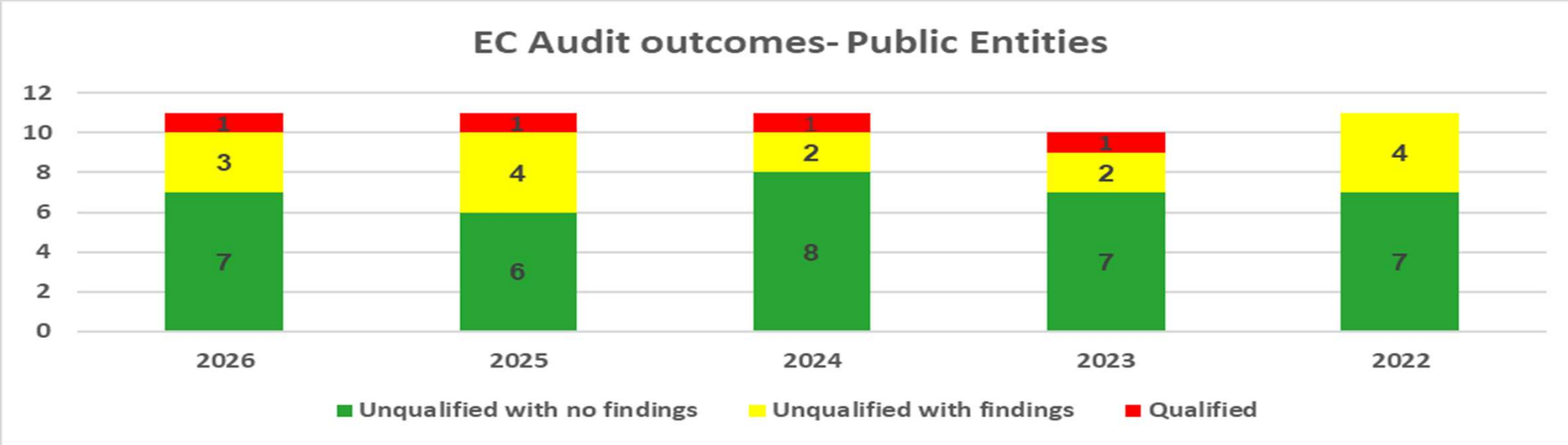
- Robust governance frameworks in the form of legislation, systems and processes are in place so that poor decisions cannot be made.
- Similarly, public finance leaders are entrusted with protecting financial assets & enabling progress.
- Furthermore, compliance is essential however, it is not the whole purpose.
- The real test is for leaders to manage the financial resources responsibly and translate those into outcomes that citizens can experience.
- Leaders should be asking themselves this question - what changed for people & not only whether funds were spent.

5. GOVERNANCE MATTERS – EC PROVINCIAL PICTURE



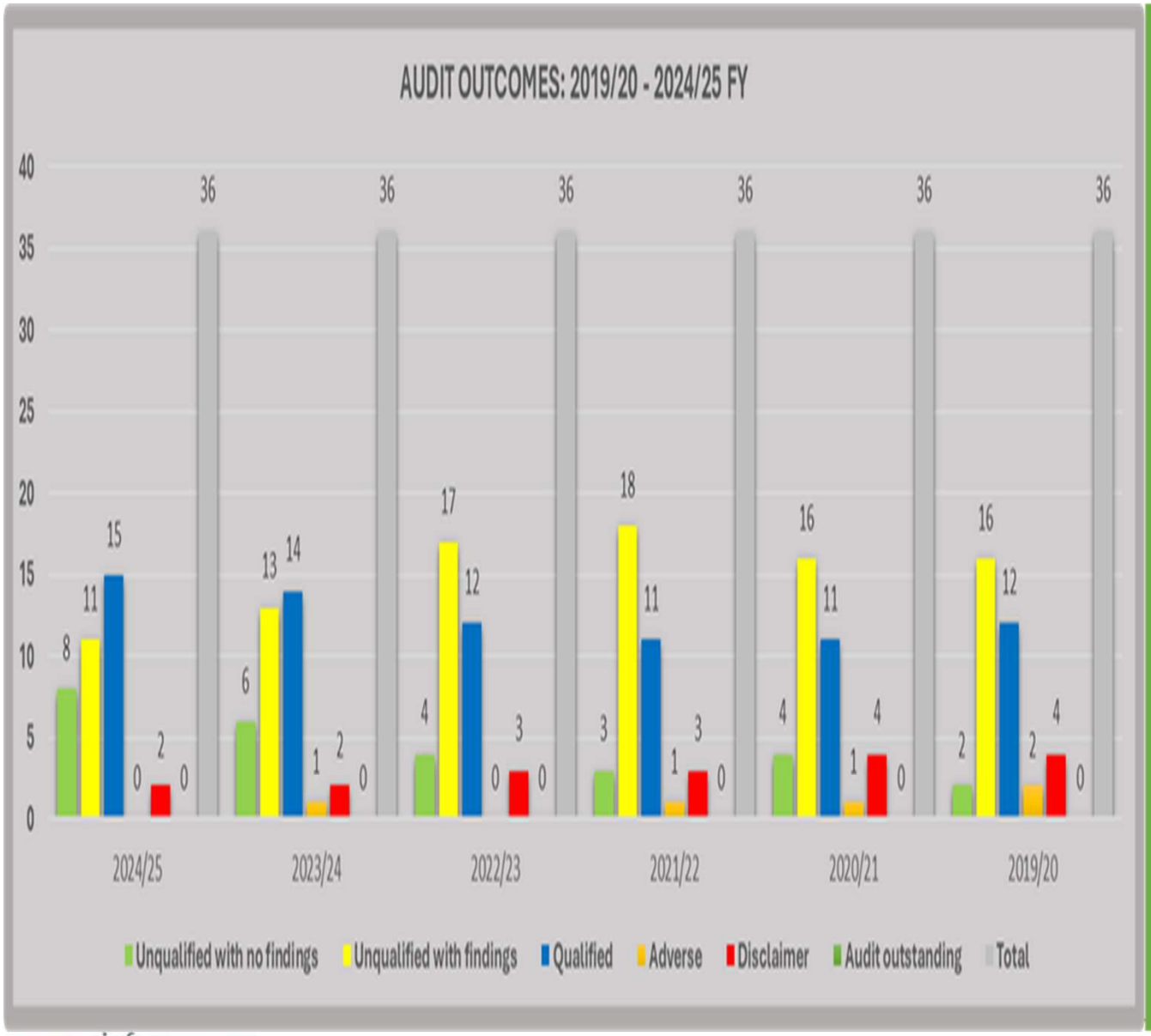
Departments	2026	2025	2024	2023	2022
Unqualified with no findings	7	6	5	8	7
Unqualified with findings	6	8	7	3	4
Qualified	1		2	3	3

5. GOVERNANCE MATTERS – EC PROVINCIAL PICTURE



Public Entities	2026	2025	2024	2023	2022
Unqualified with no findings	7	6	8	7	7
Unqualified with findings	3	4	2	2	4
Qualified	1	1	1	1	

5. GOVERNANCE MATTERS – LOCAL GOVERNMENT



- There is an overall improvement n the number of clean audits, as the green bar is becoming bigger in each year, started off with two (2) clean audits in 2019/20 financial year to eight (8) audits in 2024/25 financial year.
- The yellow bar represent unqualified with findings, has been decreasing from 2021/22 to 2024/25 from 18 to 11, due to mostly improvements to clean audits, as well as regressions to Qualified Opinion.
- The blue which represent 'Qualified' audit opinions has in net effect increased, due to regressions and improvements.
- Disclaimers remain low at 2, with no adverse opinion.

6. ULTIMATE LEVEL OF SERVICES NEEDED BY COMMUNITIES

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

- Services expected by citizens:







4 QUALITY EDUCATION





KEY TAKE – AWAY !!!!

- The essence of leadership in public finance revolves ultimately around people.
- The effectiveness of financial management relies not just on policies, systems and controls, but also on the integrity, competence, and commitment of the people who lead and execute it, along with a sincere focus on serving people and purpose.

SUMMARY

CIGFARO
Chartered Institute of Government Finance, Audit & Risk Officers

Leading with Purpose:
The Human Side of Public Finance
Leadership

Better financial decisions. Stronger institutions. Improved lives.



Stewardship of resources. People at the centre.

PRESENTATION OUTLINE

Purpose

- To reframe public finance leadership as both stewardship and people leadership.
- Explore the behaviours that build trust and accountability.
- Connect financial decisions to public value and service delivery.

STRATEGIC PLANNING MODELS

Three key models for effective strategic planning in the public sector:

McKinsey's 7S
Strategy, Structure, Systems, Shared Values, Skills, Style and Staff.
NB – "Purpose at the center; People at the core & Technical skill as the enabler".

PESTLE
Political, Economic, Social, Technological, Legal and Environmental factors.

SWOT Analysis
Strengths, Weaknesses, Opportunities and Threats.

ETHICAL LEADERSHIP, INTEGRITY, ACCOUNTABILITY & EMPLOYEE EMPOWERMENT

- Encourage honesty, transparency and responsible use of taxpayer money.
- Build a culture of accountability across all levels of the organisation.
- Demonstrate ethical behaviour and leading by example.
- Prevent corruption, fraud, conflicts of interest and misuse of power.

CHANGE MANAGEMENT AND THEORY OF CHANGE

- Encourage honesty, transparency and responsible use of taxpayer money.
- Build a culture of accountability across all levels of the organisation.
- Demonstrate ethical behaviour and leading by example.
- Prevent corruption, fraud, conflicts of interest and misuse of power.
- Make decisions for the public good even when faced with challenges.
- Develop people, mentoring & coaching, creating opportunities for succession planning, delegate with clear authority and support; plan capacity and prioritise transparently & avoid making crisis the normal operating model.

GOVERNANCE MATTERS

- Robust governance frameworks in the form of legislation, systems and processes are in place so that poor decisions cannot be made.
- Public finance leaders are entrusted with protecting financial assets & enabling progress.
- Compliance is essential however, it is not the whole purpose.
- The real test is for leaders to manage the financial resources responsibly and translate those into outcomes that citizens can experience.
- Leaders should be asking themselves this question - what changed for people & not only whether funds were spent.

THE ULTIMATE GOAL

The real impact is:

- Quality education
- Health services
- Policing services
- Affordable electricity
- Free housing

The ultimate level of services needed by communities.

Key Take – Away

The essence of leadership in public finance revolves ultimately around people.

The effectiveness of financial management relies not just on policies, systems and controls, but also on the integrity, competence, and commitment of the people who lead and execute it, along with a sincere focus on serving people and purpose.



People. Purpose. Public Value.



Thank You!

CIGFARO
Chartered Institute of
Government Finance, Audit & Risk Officers

www.cigfaro.co.za

SAQA Recognised Professional Body