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ANNUAL REPORT



Stronger Together.
Empowering Public Finance Professionals.



"Teamwork is the ability to work together toward a common vision... It is the fuel that allows common people to attain uncommon results."



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Strategic Objectives and Priorities

The strategic plan outlines several key objectives that will steer our initiatives:

Professional Development and Capacity Building:

We are dedicated to providing continuous professional development opportunities through workshops, seminars, and e-learning platforms. These initiatives aim to equip our members with the knowledge and skills necessary to navigate the complexities of public finance management effectively.

Advocacy and Thought Leadership:

As a thought leader in the public finance sector, CIGFARO is committed to influencing policy and practice through research, dialogue, and collaboration with key stakeholders, including government departments, municipalities, and other professional bodies.

Ethical Governance and Accountability:

Upholding the highest standards of ethical conduct is paramount. Our strategic plan emphasizes the importance of integrity, transparency, and accountability in all aspects of public finance management.

Strategic Partnerships and Collaboration:

Recognizing the value of collaboration, we have strengthened partnerships with organizations such as the South African Institute of Chartered Accountants (SAICA) and the Chartered Institute of Public Finance and Accountancy (CIPFA). These alliances enhance our capacity to deliver quality services and support to our members and the broader public sector.

Our Mandate

The Chartered Institute of Government Finance and Audit and Risk Officers (hereinafter referred to as CIGFARO) is a non-profit company incorporated and registered in terms of the Companies Act, 71 of 2008, as amended from time to time.

CIGFARO is governed by:-

- the unalterable provisions of the Companies Act, 71 of 2008 that are applicable to non-profit companies.
- the alterable provisions of the Companies Act, 71 of 2008 that are applicable to non-profit companies, subject to any limitation, extension, variation or substitution set out in its Memorandum of Incorporation; and
- the provisions of its Memorandum of Incorporation.

According to its Memorandum of Incorporation the objectives of CIGFARO are to:

- To establish an organizational architecture that is strategy-structure fit for strategy execution and implementation in compliance with policies and procedures to ensure governance and fit-for-purpose agility, adaptability and professional relevance in a dynamic public sector environment.
- To provide membership and stakeholder support and continuing professional development opportunities to enhance membership experience and to ensure continuing member relevance in the public sector with specific focus on creating opportunities and pathways for aspiring accountants to develop their skills and employment options and progression.
- To collaborate and actively engage with national and international financial management forums for sustainable best practices and to contribute to the “Capable, Ethical and Development State” agenda.
- To facilitate digital transformation and virtual membership support systems utilizing an intuitive and personalized multi-channel engagement strategy to promote marketing and brand development.



Our Mission Statement

To advocate for high ethical standards and conduct through excellence, professionalism, and future-fit financial management and combined assurance expertise among members in the public sector, all for the benefit of the communities we serve.

Our Vision Statement

To be the leading professional body advancing excellence in professionalism, ethical leadership, continuous development and capacitation of finance and combined assurance practitioners across the public sector.

Our Core Values

INTEGRITY
INNOVATION
DUE DILIGENCE
EXCELLENCE
PROFESSIONALISM
TRANSPARENCY
ACCOUNTABILITY
MEMBER CENTRICITY
ETHICAL LEADERSHIP



OUR LOGO

THE MEANING

Our organisation has updated its identity to ensure we remain easily recognisable and, most importantly, to unify our brand under one name. The revised design incorporates a gold eclipse, a universal symbol of unity, wholeness, and infinity, which represents all our entities. The talbot continues to be our central element, ensuring the transition is subtle, but still familiar.

Foreword by the President

CIGFARO Annual Report 2025/2026

It is my privilege, on behalf of the Board of Directors, to present the Annual Report of CIGFARO for the financial year ended 31 March 2026.

The period from 1 April 2025 to 31 March 2026 was an important year in the continuing development of the Institute. It called upon us not only to pursue our strategic ambitions, but also to ensure that these ambitions were supported by sound governance, responsible stewardship and an unwavering commitment to the public interest.

As a professional body serving practitioners across government finance, audit, risk management, governance and related disciplines, CIGFARO occupies a position of both privilege and responsibility. Our relevance must ultimately be measured not only by the activities we undertake, but also by the contribution we make to capable institutions, ethical leadership, professional competence and improved accountability across the public sector.

The Board's role during the year was to provide strategic direction and effective oversight while enabling management to implement the Institute's mandate. Particular attention was given to institutional performance, organisational sustainability, risk management and the continued alignment of the Institute's work with the needs of its members and stakeholders.

We are encouraged by the progress reported against the Institute's strategic priorities. This reflects an organisation that is strengthening its foundations while expanding its professional reach and relevance. The Board nevertheless recognises that strong reported performance must be accompanied by demonstrable impact. Performance must therefore be assessed not only in terms of activities completed and targets achieved, but also in terms of the value created for members, the profession and the communities that public institutions ultimately serve.



Good governance remained central to the Board's work. The review and approval of internal policies and handbooks, quarterly performance reporting, continued Board development and the strengthening of organisational processes contributed to a more consistent and accountable internal environment. The Board recognises, however, that governance is not achieved through policies and structures alone. It must be evident in the quality of our decisions, the integrity with which we act, our exercise of independent judgement and our readiness to account for the stewardship entrusted to us.

The formal transition to the 2025-2027 Board at the 96th Annual Conference in October 2025 was managed with due regard for continuity, notwithstanding the extent of the changes in leadership. Transitions of this nature inevitably require adjustment, but they also create opportunities for institutional renewal and renewed strategic focus. I acknowledge the contribution of the outgoing Board and governance structures and thank them for the foundation they established. I also recognise the members of the current Board and Standing Committees, whose collective expertise, independent judgement and commitment will be essential as we guide the Institute towards its centenary and the next phase of its development.

The Board remains committed to applying the principles of ethical and effective governance embodied in King IV, proportionate to the nature, size and mandate of the Institute. As an organisation that advo-

cates integrity, accountability and professional excellence, CIGFARO must demonstrate these values through its own governance practices and disclosures. The Board has accordingly initiated the Institute's structured transition to King V and will hold itself accountable for ensuring that CIGFARO's governance arrangements continue to meet evolving expectations.

The professionalisation of the public sector remains a matter of national importance. CIGFARO has a meaningful role to play by supporting continuous professional development, maintaining credible professional standards, promoting ethical conduct and creating pathways for both established and emerging professionals. The Board will continue to support initiatives that deepen professional competence and ensure that the Institute's designations, development programmes and member offerings remain relevant to the changing requirements of the public sector.

The environment in which our members operate is becoming increasingly complex. Changes in legislation, financial reporting, technology, cybersecurity, data governance and public expectations require professionals who are technically capable, ethically grounded and committed to lifelong learning.

The Institute must remain responsive to these developments while ensuring that innovation is pursued responsibly and in a manner that strengthens accountability.

Partnerships and stakeholder collaboration remain critical to our work. Relationships with government institutions, higher education institutions, professional bodies, regulators and other strategic partners extend the Institute's reach and enrich the support provided to members. Our provincial branches, Chapters, forums and committees similarly bring CIGFARO closer to its members and ensure that its work remains informed by practical realities across different institutions and regions. It is also encouraging to see CIGFARO's reach extending beyond South Africa, with additional Chapters elsewhere on the African continent at various stages of establishment.

Looking ahead, the Board's focus will remain on safeguarding the Institute's sustainability, strengthening governance and organisational capability, enhancing member value, and ensuring that strategy translates into meaningful impact. We will continue to promote a culture in which performance and accountability reinforce one another, risks are managed proactively, and resources are directed towards lasting professional and public value.

The work ahead requires active participation and shared responsibility. I call upon every member of CIGFARO to uphold the highest standards of ethical and professional conduct, invest continually in professional competence, contribute actively to the work of the Institute, and demonstrate through practice the leadership our public institutions require. I similarly call upon our partners and stakeholders to work with us in strengthening professional standards, building institutional capability and restoring public confidence through accountable and ethical public financial management.

Our collective success must be evident not only in the growth and standing of the Institute, but in the quality of the institutions we help to shape and the public value they deliver. We must move from commitment to action, from compliance to genuine accountability, and from professional knowledge to measurable public impact.

On behalf of the Board, I thank our members for their continued confidence; our provincial branches, Chapters, forums and Standing Committees for their service; and our strategic partners, sponsors and stakeholders for

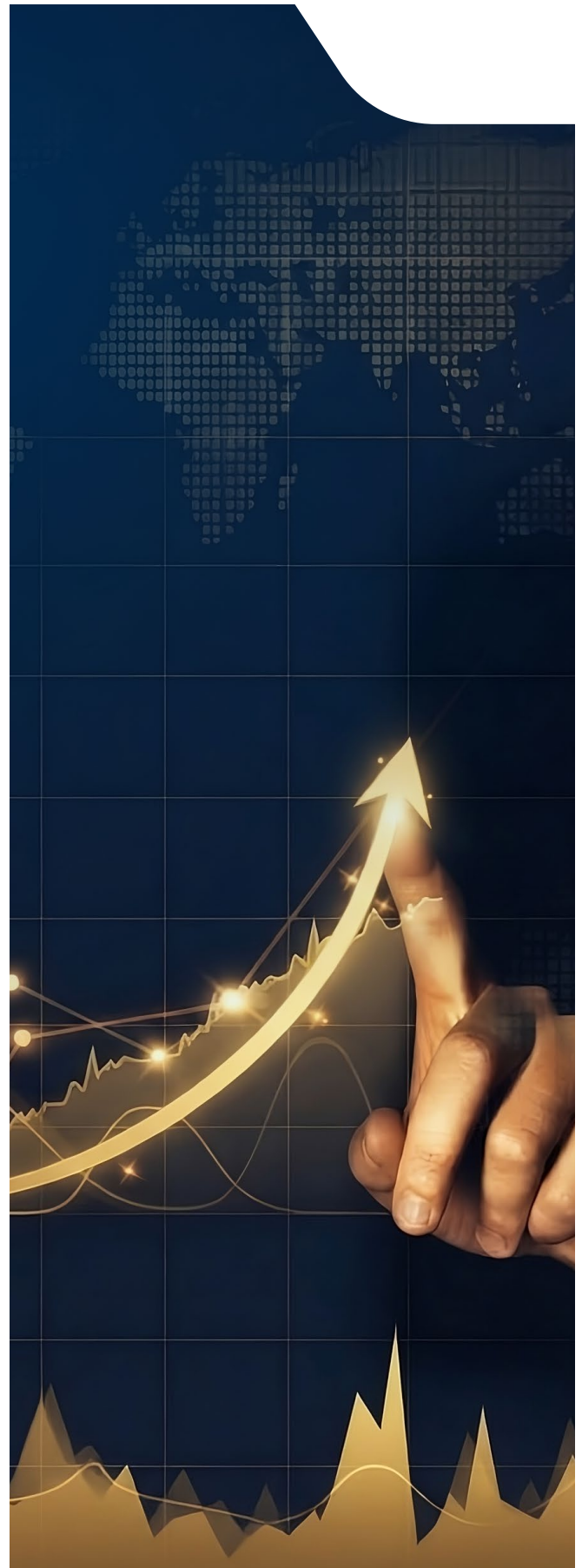
their valued support. I also thank the Chief Executive Officer and the CIGFARO administration for their dedication in implementing the Institute's programme of work during the year.

Finally, I thank my fellow Board members for the diligence, insight and commitment they have brought to their responsibilities. The strength of an institution is shaped by the quality of its leadership and by the willingness of those entrusted with governance to act with integrity, courage and a shared sense of purpose.

As we enter the next period, we do so with confidence in the value of our mandate and with a clear understanding of the responsibility it carries. We remain committed to an Institute that is professionally credible, ethically led, financially sustainable and responsive to the needs of its members and the broader public sector.

**Let us now translate that
commitment into sustained
action for the institutions and
communities we ultimately
serve.**

Ms Louise Muller
Chairperson of the Board
Chartered Institute of Government Finance,
Audit and Risk Officers



Foreword by the Chief Executive Officer



It is my pleasure to present the CIGFARO Annual Report for the 2025/26 financial year, a year that reflects exceptional organisational performance, strategic growth, and continued progress towards fulfilling our mandate of advancing professionalism, ethical leadership, and excellence in public sector finance, audit, risk management, governance, and related disciplines.

The year under review was characterised by significant achievements across all areas of the Institute. Most notably, CIGFARO achieved 100% of its Institutional Performance Plan targets, successfully delivering all 59 targets set across our four (4) key pillars: Membership Centricity, Professional Development and Capacity Building, Partnerships and Stakeholder Collaboration, and Strategic Events, and our 3 key support areas, Organisational Development and Governance, Information and Communications Technology, and Finance. This achievement is a testament to the dedication, professionalism, and collective efforts of our governance structures, members, partners, and staff.

As a leading professional body serving the public sector, we remained steadfast in our commitment to building capacity, promoting ethical conduct, and strengthening professional standards. Through our extensive programme of conferences, workshops, seminars, webinars, publications, and branch activities, we continued to create platforms for knowledge sharing, collaboration, and professional development. The successful delivery of our flagship events, including the 96th CIGFARO Annual Conference, the Audit and Risk Professionals Indaba, the ICT and Cybersecurity Workshop, the Public Sector Finance Seminar, the mSCOA Workshop, and the PFMA Workshop, further reinforced our position as a trusted partner in advancing public sector excellence.

I am equally pleased to report that the Institute achieved its membership growth target, increasing from 1,877 to 2,067 members during the year under review, representing growth of approximately 12%. This

achievement reflects the increasing value that public sector professionals place on CIGFARO membership and underscores the relevance of our programmes, professional designations, and member offerings.

Our commitment to continuous professional development remained a key strategic priority. Through accredited learning programmes, masterclasses, webinars, technical workshops, and branch initiatives, we continued to empower professionals with the knowledge and competencies required to navigate an increasingly complex public sector environment. These initiatives contribute directly to building capable institutions and supporting government's broader professionalisation agenda.

The Institute also continued to strengthen relationships with stakeholders across government, academia, professional bodies, and industry. Strategic partnerships and

collaborations expanded our reach, enhanced the value delivered to members, and created new opportunities for knowledge exchange and innovation. At the same time, our communication platforms, including the CIGFARO Journal, newsletters, website, and social media channels, continued to promote thought leadership and facilitate meaningful engagement with our stakeholders.

From a financial perspective, I am pleased to report that the Institute remains financially sound and sustainable. Revenue increased from R24.83 million in the previous financial year to R25.81 million, while profit for the year increased significantly from R393,862 to R2.02 million. Cash and cash equivalents strengthened from R22.05 million to R23.77 million, further reinforcing the Institute's financial position. Retained income also increased to R40.26 million, while the Institute maintained a positive net asset and working capital position at year-end. These results provide a solid foundation for continued investment in member services, technology, organisational development, and strategic growth initiatives, and reflect prudent financial management and sound governance practices.

Significant progress was also made in strengthening organisational governance and digital transformation. Governance frameworks were reviewed and enhanced, organisational processes improved, and important strides were made towards modernising our systems and technology platforms. These efforts will continue to position CIGFARO as a responsive, resilient, and future-focused professional body capable of meeting the evolving needs of our members and stakeholders.

None of these achievements would have been possible without the leadership of our Board of Directors, the commitment of our Standing Committees, Provincial Branches and Forums, the support of our strategic partners and sponsors, and the unwavering commitment of the CIGFARO Administration, whose professionalism and dedication continue to drive the Institute's success. I extend my sincere appreciation to each of these stakeholders for their invaluable contribution during the year under review.

As we look ahead, we remain committed to building on the strong foundation established over the past year. We will continue to pursue innovation, strengthen partnerships, expand professional development opportunities, and champion excellence, accountability, and ethical leadership throughout the public sector.

The achievements reflected in this report demonstrate the impact that can be realised when professionals unite behind a shared vision and purpose.

Together, we will continue advancing the profession, strengthening institutions, and contributing towards a capable, ethical, and developmental state.

Mr Nakisani Mathobo
Chief Executive Officer
Chartered Institute of Government Finance,
Audit and Risk Officers (CIGFARO)



CIGFARO

Chartered Institute of
Government Finance, Audit & Risk Officers

25/26

Chief Financial Officer's Report

Chief Financial Officer's Report

Financial Review for the Year Ended 31 March 2026

CIGFARO 2026 Financial Highlights

Revenue R25.8m ▲ +3.9%	Annual Surplus R2.02m ▲ +412%	Cash & Equivalents R23.8m ▲ 7.8%	Retained Income R40.3m ▲ 5.3%
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Financial Performance Comparison (R million)



Dear Members and Stakeholders,

It is my privilege to present the financial results of the Chartered Institute of Government Finance, Audit and Risk Officers (CIGFARO) for the financial year ended 31 March 2026.

The Institute delivered an improved financial performance during the year, characterized by improved profitability, healthy cash generation, and continued balance sheet strength. These results reflect our commitment to sound financial management, operational efficiency, and the prudent stewardship of members' resources in pursuit of our strategic objectives.

Financial Performance

Total revenue increased by 3.9% to R25,805,275 (R25.8 million) from R24,829,204 (R24.8 million), demonstrating the continued relevance of the Institute's professional offerings and the resilience of our membership base. A key achievement during the year was the significant improvement in gross profit, which increased to

R10,241,402 (R10.2 million) from R6,936,008 (R6.9 million) in the prior year. The gross profit margin improved from 27.9% to 39.7%, reflecting improved cost management and enhanced operational efficiencies across the Institute's activities.

Other income increased to R1,837,407 (R1.8 million) from R1,496,124 (R1.5 million), while operating expenses increased to R11,989,931 (R12.0 million) compared to R10,152,247 (R10.2 million) in the previous year driven mainly by higher employee costs. Employee-related expenditure increased materially during the year and will remain an area of management focus to ensure that the cost base remains aligned with sustainable revenue growth.

As a result, the Institute returned to operating profitability, reporting an operating surplus of R88,878 (R0.09 million) compared to an operating deficit of R1,720,115 (R1.7 million) in the previous year.

Investment and cash management activities continued to contribute positively to performance. Finance income amounted to R1,929,427 (R1.9 million) compared to R2,113,977 (R2.1 million) in the prior year, reflecting returns generated from the Institute's substantial cash reserves.

Consequently, the Institute recorded a surplus for the year of R2,018,305 (R2.0 million) compared to R393,862 (R0.4 million) in 2025, representing a substantial improvement and further strengthening reserves.

Financial Position

The Institute's financial position remains exceptionally strong. Total assets increased by 7.4% to R42,105,469 (R42.1 million) from R39,189,255 (R39.2 million). Non-current assets remained stable at R12,911,284 (R12.9 million), while current assets increased to R29,194,185 (R29.2 million), reflecting growth in receivables and cash balances.

Cash and cash equivalents increased to R23,774,208 (R23.8 million) from R22,047,170 (R22.0 million) in the previous year. This strong liquidity position provides a solid foundation for future investments, operational stability, and strategic growth initiatives.

Retained income increased to R40,256,839 (R40.3 million) from R38,238,534 (R38.2 million), reflecting the accumulated surpluses generated over time and reinforcing the Institute's financial sustainability.

The Institute's return on assets improved to 4.8%, compared to 1.0% in the prior year, indicating more effective utilisation of the Institute's asset base to generate financial returns.

Cash Flow and Liquidity

The Institute continued to generate positive cash flows during the year despite a challenging economic environment.

Net cash generated from operating activities amounted to R1,895,766 (R1.9 million) compared to R1,575,256 (R1.6 million) in the previous year. Although operational cash receipts and payments resulted in a

small net operating cash outflow before investment income, the Institute's strong investment portfolio and effective treasury management generated interest income of R1.93 million, contributing significantly to overall cash generation.

Capital expenditure of R171,446 (R0.17 million) was incurred during the year compared to R43,669 (R0.04 million) in the previous year, primarily for the acquisition and enhancement of property, plant and equipment to support operational requirements and service delivery.

Overall, cash and cash equivalents increased by R1,724,320 (R1.7 million) during the financial year, ending at R23,774,208 (R23.8 million). This increase demonstrates the Institute's ability to maintain strong cash reserves while continuing to invest in its infrastructure and strategic priorities.

The Institute remains highly liquid, with current assets exceeding current liabilities by approximately R27,345,555 (R27.3 million) at year-end. The current ratio of approximately 15.8:1 reflects a very strong capacity to meet short-term obligations and provides assurance regarding the Institute's financial resilience.

Governance and Financial Stewardship

As custodians of the Institute's financial resources, management remains committed to maintaining the highest standards of governance, transparency, accountability, and financial discipline.

During the year, emphasis was placed on:

- Strengthening financial controls and risk management processes.
- Preserving liquidity and protecting capital.
- Enhancing operational efficiency and cost management.
- Ensuring compliance with applicable accounting standards and regulatory requirements.
- Supporting strategic initiatives that create value for members and stakeholders.

These principles continue to underpin the Institute's long-term financial sustainability.

Outlook

Looking ahead, the Institute remains focused on advancing its strategic mandate while preserving financial stability. Management will continue to prioritize sustainable revenue growth, prudent expenditure management, member value creation, and the effective deployment of financial resources. The strength of the Institute's balance sheet, combined with healthy liquidity levels and growing reserves, positions CIGFARO well to navigate future challenges and capitalize on opportunities that support the professionalization and development of finance, audit, risk, governance, and accounting professionals within the public sector.

Appreciation

I would like to extend my sincere appreciation to the Board of Directors, management, staff, members, partners, and stakeholders for their continued support and commitment.

Their collective efforts have contributed significantly to the positive financial results achieved during the year and provide confidence in the Institute's future prospects.

Thulani Olifant

Acting Chief Financial Officer



2025–2027 BOARD

PRESIDENCY



Ms Louise Muller
CIGFARO President



Ms Maria Makhongela
CIGFARO Vice President

ELECTED BOARD MEMBERS



Ms Zinzi Mphahlele



Ms Alice Stander



Mr Sbusiso Zakwe

CO-OPTED BOARD MEMBERS



Ms Asma Sheik



Ms Maphefo Mgadi



Mr Simon Shokane



Ms Mirriam Sunda



Ms Annalene Maras

REGIONAL BOARD MEMBERS



Mr Mawande Magida
Eastern Cape



Ms Morakane Mototo
Free State



Mr Nakedi Phasha
Gauteng



Mr Sanele Ngema
Kwa Zulu Natal



Ms Mhloti Shirinda
Limpopo



Ms Vukosi Nkhata
Mpumalanga



Mr Semanga Ruiters
Northern Cape



Mr James Motaung
North West



Ms Claire van der Poll
Western Cape



Wiseman Dlamini
Eswatini Chapter



25/26

Organisational Performance Plan

Organisational Performance Plan 2025/2026

Overview

The Chartered Institute of Government Finance Audit and Risk Officers (CIGFARO) has developed a comprehensive Institutional Performance Plan for the fiscal year 2025–2026, structured around key performance areas (KPAs) and key performance indicators (KPIs) aligned with its strategic objectives. This plan serves as a roadmap to enhance the institute's impact on public sector finance, audit, and risk management.

Summary

The Institute established a total of 59 performance targets across seven strategic focus areas for the 2025/2026 financial year.

STRATEGIC FOCUS	TOTAL (TARGET)	ACHIEVED	NOT APPLICABLE	PARTIALLY ACHIEVED	NOT ACHIEVED
Membership Centricity	7	7	0	0	0
Professional Development & Capacity Building	8	8	0	0	0
Partnerships & Stakeholder Collaboration	8	8	0	0	0
Strategic Events	9	9	0	0	0
Organizational Development & Governance	9	9	0	0	0
Information and Communications Technology (ICT)	9	9	0	0	0
Finance	9	9	0	0	0
TOTAL	59	59	0	0	0

Key Performance Area (KPA)	KPI NO.	Key Performance Indicator	Actual Target FY25–26	Deviation from Target/ Comments
Objective: To be the leading professional body offering exceptional value, representation, and development opportunities for its members.				
1. Membership Centricity	1.1	Increase membership by 12%	12%	Achieved
	1.2	Establish student chapters in institutes of higher learning	4	Achieved
	1.3	Review and redefine the membership benefits.	1	Achieved
	1.4	Revive the membership management platform.	1	Implemented in October 2025
	1.5	Use the migration of new designations to clean up the membership database.	1	Achieved
	1.6	Promote the institute by improving branding (Creation of brochures, membership banners, posters to be displayed at events).	1	Implemented in October 2025
	1.7	Develop an annual Member Excellence Awards/ Recognition criteria for recognition of members.	1	Implemented in October 2025

Key Performance Area (KPA)	KPI NO.	Key Performance Indicator	Actual Target FY25-26	Deviation from Target/ Comments
Objective: To establish a dynamic, accessible, and future-focused CPD program that ensures members remain competent, connected, and competitive in a rapidly evolving professional landscape.				
2. Professional Development & Capacity Building	2.1	Conduct a CPD needs analysis to clearly understand the current gaps and future needs of national, provincial and local government.	2	Achieved
	2.2	Develop a CPD brochures	1	Achieved
	2.3	Identify strategic CPD partners and accredited providers for future partnerships on trainings.	2	Achieved
	2.4	Increase the number of relevant CPD offerings	4	Achieved
	2.5	Review and redefine the CPD control measures on the accumulation of points.	1	Achieved
	2.6	Design and publish the training calendar	1	Achieved
	2.7	Conduct research on the Professionalisation of CIGFARO designation and implementing assessments and boarding exams	1	Achieved
	2.8	Establish CPD system	1	Achieved
Objective: Establish functional branches & develop national and international engagements to become part of the international accountancy profession				
3. Partnerships & Stakeholder Collaboration	3.1	Develop a CIGFARO Branch Manual to govern the branches of the Institute in alignment with the MOI & policies of the Institute	1	Achieved
	3.2	Revisiting the international alliances the Institute has with international bodies, including SADC.	3	Achieved
	3.3	Conduct Local Government Roadshows to reintroduce CIGFARO & its Membership benefits to eventually win back Local Government to support the Institute's activities.	4	Achieved
	3.4	Lobby the support of Provincial & National government to recognize and participate in the Institute's activities.	4	Achieved
	3.5	Lobby specifically the department of higher education and training to endorse CIGFARO and be included in advisory boards of tertiary institutions.	4	Achieved
	3.6	Renew and realign strategic objectives and MOU/ As with relations that still benefit the Institute and part ways with those that do not.	4	Achieved
	3.7	Establish corporate sponsorship packages.	1	Achieved
	3.8	Engage with tertiary institutions to promote CIGFARO	1	Achieved
Objective: To provide effective, focused and integrated marketing and communication to members and Stakeholders.				
4. Strategic Events	4.1	Strengthen event operations and planning frameworks.	1	Achieved
	4.2	Pilot hybrid (in-person + virtual) events to increase accessibility.	4	Achieved
	4.3	Integrate digital branding at all events.	4	Achieved

Key Performance Area (KPA)	KPI NO.	Key Performance Indicator	Actual Target FY25-26	Deviation from Target/ Comments
4. Strategic Events	4.4	Design and publish comprehensive national calendar	1	Achieved
	4.5	Develop brand assets & templates for events	1	Achieved
	4.6	Design and soft launch event app	1	Achieved
	4.7	Publishing Quarterly CIGFARO journals	4	Achieved
	4.8	Publishing Monthly CIGFARO news bulletins	12	Achieved
	4.9	Monthly Web-site review/development/ maintenance	12	Achieved
Objective: To develop a fit-for-purpose organizational architecture to promote good governance founded on sound policies, procedures, strategies and operational structures for an agile and adaptable response to a dynamic professional environment.				
5. Organizational Development & Governance	5.1	Submission of Institutional Scorecard by 12 March 2026	1	Achieved
	5.2	Compliance with submission of Quarterly Performance Scorecard Reports to the Board	4	Achieved
	5.3	Governance audit completed	1	Achieved
	5.4	Updated governance policies and handbooks approved	12	Achieved
	5.5	Board participation in training sessions	1	Achieved
	5.6	Conduct a baseline assessment of current operational support services across all functions (Finance, HR, ICT, etc.)	4	Achieved
	5.7	Develop and document streamlined processes for each function	4	Achieved
	5.8	Initiate training programs for staff on new processes and systems	4	Achieved
	5.9	Establish performance metrics and reporting structures for each support function	1	Achieved
Objective: To implement an intuitive and personalized multi-channel engagement strategy				
6. Information and Communications Technology (ICT)	6.1	Mitigate risk by moving data to the cloud and having physical server for domain services.	1	Achieved
	6.2	Online Leave Application System: Submit leave requests digitally & track approval status in real time by supervisors.	1	Achieved
	6.3	Access to monthly payslips and to view historical payment records.	1	Achieved
	6.4	ICT Governance documents should be closely reviewed and updated regularly	1	Achieved
	6.5	Maximise Microsoft package usage	1	Achieved
	6.6	Website rebranding and update with an addition of online membership applications	4	Achieved
	6.7	Include document attachments for members applications on AMC STAR. Intergrade membership to the database and staff training on the system.	1	Achieved
	6.8	Train staff on cyber security	1	Achieved
	6.9	Robust, secure and available services	4	Achieved

Key Performance Area (KPA)	KPI NO.	Key Performance Indicator	Actual Target FY25-26	Deviation from Target/ Comments
Objective: Strengthen the financial sustainability and operational efficiency of CIGFARO to support its mandate in promoting excellence in public sector finance, audit, and risk management.				
7. Finance	7.1	Establish financial controls, optimize operations, and strengthen governance frameworks.	1	Achieved
	7.2	Implement robust financial management systems	4	Achieved
	7.3	Adopt integrated financial software for budgeting, reporting, and member invoicing. (allocate expenses on AMCstar)	6	Achieved
	7.4	Establish internal finance control checklists and audit compliance trackers.	1	Achieved
	7.5	Identify CIGFARO's financial risks and mitigation strategies, including reserves and insurance coverage.	4	Achieved
	7.6	Approval of annual budget and financial plan by March each year	1	Achieved
	7.7	Monthly Reconciliation of Key Accounts	4	Achieved
	7.8	Unqualified Audit Report	1	Achieved
	7.9	Financial Management Ratio Analyses of financial position	4	Achieved



Audit and Risk Committee (ARC)



October 2025 until current

Chairperson: Annalene Marais (Ms)
Members: Mirriam Sunda (Ms)
 Sanele Ngema

April to October 2025

Chairperson: Annalene Marais (Ms)
Members: Maria Makhongela (Ms)
 Maphefo Mgadi (Ms)
 Mawande Magida

INTRODUCTION

The ARC has discharged its responsibilities in accordance with its approved Terms of Reference, the Companies Act, applicable governance requirements, and the principles of King V. The Committee operates independently of management and assists the Board in fulfilling its oversight responsibilities relating to financial reporting, risk governance, assurance, internal controls, information and technology governance, and the external audit process.

1. PURPOSE OF THE COMMITTEE

The Committee assists the Board in overseeing:

- The integrity of the Institute's financial reporting and annual financial statements;
- The effectiveness of risk management, internal controls, and governance processes;
- The effectiveness and independence of assurance providers;
- The external audit process and auditor independence;
- Information and technology governance;
- The effectiveness of the finance function; and
- The adequacy and effectiveness of combined assurance arrangements.

The Committee remains committed to supporting the Board in protecting the interests of members and stakeholders through effective governance, accountability, and risk oversight.

2. COMMITTEE ACTIVITIES DURING THE YEAR

During the financial year, the AR Committee met regularly and considered matters within its mandate.

October 2025 until current

ATTENDANCE October 2025 – March 2026	ARC Meeting 11 February 2026 02 March 2026
Annalene Marais	*–
Mirriam Sunda	**
Sanele Ngema	**

April to October 2025

ATTENDANCE April – October 2025 Special Meetings	ARC Meeting 11 June 2025 19 June 2025	ARC Meeting 08 September 2025
Annalene Marais	**	*
Maria Makhongela	*–	*
Maphefo Mgadi	**	*
Mawande Magida	*–	*

- * Meeting attendance
- ^ Special meeting attendance
- Non-attendance

Key areas of focus included:

Financial Reporting and Internal Financial Controls

The AR Committee reviewed the annual financial statements for the year ended 31 March 2026 and considered the appropriateness of accounting policies, significant accounting judgements, disclosures, and compliance with applicable financial reporting requirements.

The Committee satisfied itself that:

- The annual financial statements fairly present the financial position of the Institute.
- Appropriate accounting policies were consistently applied.
- The Institute maintained effective internal financial controls.
- No material breakdowns in internal financial controls were reported during the year.

Following its review, the Committee recommended the annual financial statements to the Board for approval.

External Audit

The Committee oversaw the external audit process and assessed the independence, effectiveness, and performance of the external auditors.

The Committee:

- Reviewed and approved the external audit engagement and audit fees.
- Monitored auditor independence throughout the audit process.
- Considered the quality and effectiveness of the audit.
- Reviewed the findings and recommendations arising from the audit process.

The Committee is satisfied that the external auditors remained independent throughout the year and that their objectivity was not impaired by any relationships or services provided. The Committee further reviewed the external auditor's findings and is pleased to report that the Institute received an unqualified audit opinion for the year ended 31 March 2026.

Risk Governance

Risk management remains an integral component of the Institute's governance framework.

During the year, the Committee oversaw the implementation and monitoring of the Institute's risk management processes and reviewed key strategic, operational, financial, compliance, and information technology risks facing the organisation.

Attention was given to:

- Financial sustainability and revenue generation;
- Debtor management and cash flow monitoring;
- Regulatory and compliance risks;
- Business continuity
- Cybersecurity and information security risks; and
- Strategic and operational risks associated with programme delivery and stakeholder engagement.

The Committee is satisfied that management has implemented appropriate measures to identify, assess, monitor, and respond to material risks within established risk appetite and tolerance levels.

Internal Controls and Combined Assurance

The ARC Committee reviewed the effectiveness of the Institute's internal control environment and considered the assurance obtained from management, external audit, and other governance processes.

Based on the information reviewed during the year, the Committee is satisfied that:

- An appropriate system of internal controls exists.
- The control environment remains effective and adequate.
- There were no material control failures brought to the attention of the Committee.
- Combined assurance arrangements continue to support the integrity of internal decision-making and external reporting.

Finance Function

The ARC Committee performed its annual assessment of the finance function and considered the expertise, experience, and performance of the finance team.

The Committee is satisfied that:

- The finance function operated effectively during the year.
- Appropriate financial governance practices were maintained.
- The necessary financial skills, expertise, and resources exist within the finance function to support the Institute's reporting and governance obligations.

Information and Technology Governance

The Committee continued to oversee information and technology governance and considered matters relating to information management, cybersecurity, technology infrastructure, business resilience, and digital transformation initiatives.

During the year under review, the Institute commenced the phased implementation of the Odoo Enterprise Resource Planning (ERP) system, an integrated platform aimed at enhancing operational efficiency, improving data integrity, strengthening internal controls, and enabling greater integration across business processes.

The Committee continues to monitor the implementation closely, ensuring that the project is delivered in a structured and controlled manner through defined phases and stages. Attention is given to the management of implementation risks, change management, data migration, user adoption, system security, and business continuity throughout the transition process.

The Committee is satisfied that information and technology are appropriately managed and support the achievement of the Institute's strategic and operational objectives.

Committee Conclusion

The Committee is of the opinion that it has fulfilled its responsibilities for the year under review in accordance with its Terms of Reference.

The Committee remains satisfied with:

- The quality and integrity of the Institute's financial reporting.
- The effectiveness of the external audit process.
- The adequacy of risk management and internal control systems.
- The effectiveness of the finance function.
- The appropriateness of governance processes supporting the Institute.

The Committee will continue to work with the Board and management to strengthen governance, enhance risk management practices, and support the long-term sustainability of the Institute.

On behalf of the Audit and Risk Committee, I would like to thank the Board, management, the finance team, external auditors, and all stakeholders for their commitment and support during the year.

A. Marais

Chairperson: Audit and Risk Committee

**"Accountability is
the glue that ties
commitment to the
result."**

Standing Committee Membership, Professional Development and Ethics (SCMPDE)



April to October 2025

Chairperson	Asma Sheik (Ms.)
Rotation	Semanga Ruiters

October 2025 until current

Chairperson	Maria Makhongela (Ms.)
Deputy Chairperson	Semanga Ruiters
Presidency	Ms Louise Muller

MEMBERS

April to October 2025

OLD COMMITTEE MEMBERS

Chairpersons

Sbusiso Zakwe
Mawande Magida
Dihapilwe Mkenku (Ms)
Maphefo Mgadi (Ms)
Simon Shokane
Andile Hlongwa
Semanga Ruiters
Thuto Ramakatsa
Clare Van Der Poll
Wiseman Dlamini

Chairperson: KwaZulu-Natal Branch
Chairperson: Eastern Cape Branch
Chairperson: Free State Branch
Chairperson: Gauteng Branch
Chairperson: Limpopo Branch
Chairperson: Mpumalanga
Chairperson: Northern Cape Branch
Chairperson: North-West Branch
Chairperson: Western Cape Branch
Chairperson: Eswatini

October 2025 until current

NEW COMMITTEE MEMBERS:

Chairpersons

Sanele Ngema
Mawande Magida
Morakane Mototo (Ms)
Nakedi Pasha
Mihloti Shirinda
Vukosi Nkhata
Semanga Ruiters
James Motaung
Claire Van Der Poll
Wiseman Dlamini

Chairpersons

Chairperson: KwaZulu-Natal Branch
Chairperson: Eastern Cape Branch
Chairperson: Free State Branch
Chairperson: Gauteng Branch
Chairperson: Limpopo Branch
Chairperson: Mpumalanga
Chairperson: Northern Cape Branch
Chairperson: North-West Branch
Chairperson: Western Cape Branch
Chairperson: Eswatini

1. PURPOSE

The Standing Committee on Membership, Professional Development and Ethics (SCMPDE) exists to provide strategic oversight and advice on matters relating to membership growth and retention, professional development, professional standards, and ethical conduct. The Committee supports the board in strengthening the Institute's professional standing by promoting excellence, lifelong learning, ethical leadership, and member value.

2. COMMITTEE FORMULATION AND GOVERNANCE

According to the memorandum of Incorporation (MOI) and the Election and Nomination Framework, the CIGFARO board comprises of the Provincial Branch Chairpersons and Chapter Representatives.

These chairpersons are elected and nominated to represent Province and chapters over a two-year term. Committee membership is reviewed annually, taking into consideration performance and any other circumstances that may warrant such a review. Committee meetings are chaired by the Chairperson and, in the Chairperson's absence, by the Deputy Chairperson.

Administrators

Lindi Nolte (Ms)

Lebohang Mkhabela (Ms)

Alinah Motloung (Ms)

Hloni Tseke

Nontobeko Ntini (Ms)

3. DUTIES AND RESPONSIBILITIES

The committee shall do the following:

- To register special designations for Finance and related professional with SAQA and National Treasury
- To be responsible for norms, standards, curriculum, assessment, QA and best practices guidelines.
- To review and maintain the policy on Continuous Professional Development for municipal finance officers and related professions

- To liaise with educational institutions and other institutions
- To develop standards and requirements/Framework for the different levels of membership and align them with relevant legislation.
- To consider and deal with all matters affecting the professional integrity of Institute members.
- Administer all disciplinary matters affecting members in terms of the Institute's disciplinary code as delegated by the board
- To ensure that the Institute renders an efficient service to its members i.e. information on developments in the Institute.
- To ensure that CIGFARO as a Professional body benefits its members.
- To assist with the coordination of mentor and assessor programmes including the maintenance of a database of assessors and moderators in the Public Sector finance and related professions.
- To provide guidance to members and students.
- To development strategy on the recruitment of new members and retention of existing members.
- Ensure continuous maintenance and updating the membership database.
- To compile an operating budget related to the needs of the Committee annually.

4. MEMBERSHIP

To achieve sustainable membership growth and strengthen member engagement, CIGFARO has implemented a range of targeted marketing and recruitment strategies. These initiatives are designed to increase brand visibility, demonstrate the value of membership, attract new members, and retain existing members while supporting the professionalisation of the public sector.

4.1 Membership marketing

Membership was marketed by means of the following:

- All branch activities held during the year.
- The CIGFARO National events
- CPD Events Physical and online
- The CIGFARO Journal and Newsletter
- CIGFARO Website
- Social Media Platforms

- Brochures and Banners
- Membership Packages
- Membership status on the name tag
- Priority desk for members at national events
- Inclusion of membership slot on CIGFARO programs
- Conducting targeted membership recruitment (Roadshows)
- Membership recognition and awards
- Exhibiting and stakeholder events
- Promotion of CIGFARO membership during stakeholder engagements- Physical and online

4.2 Membership Statistics

2022/2023 total members 1513

2023/2024 total members 1677

2023/2025 total members 1877

2026/2025 total members 2067

Membership gains 225 (12% gain)

Elevated to Honorary Life Members: 1

Elevated to Fellows: 3

Admitted as Executive members: 15

Admitted as Professional members: 76

Admitted as Technician members: 40

Admitted as Registered members: 23

Admitted as Students: 44

Admitted as Affiliate: 23

Members Loss 33 (1,57% loss)

Deceased: 0

Resigned: 0

uspended: 33

4.3 Implementing organisational values

Organisational values are a lever for change, as they underpin the culture needed to enable organisations to achieve key goals. Members can play a pivotal role by demonstrating these values:

- CIGFARO members were given the opportunity to submit articles for the journal and we still encourage them to do so.
- Members have to abide by Code of Ethics & Conduct.
- CIGFARO will not tolerate nor, accommodate nor be reasonable toward unethical conduct or behaviour or any unethical practices by its members, either in elected or appointed capacity.
- Members have the opportunity to submit skills gap training for inclusion in the CIGFARO training schedule
- Municipalities, Government Departments & Entities have an opportunity to advertise vacancy posts on our website for FREE!

CIGFARO members have an opportunity to exchange ideas, knowledge, best practices for service excellence and maximum financial performance.

REMINDER: Members are reminded to update their details by means of the following:

Internet interface

- Go on CIGFARO's website www.cigfaro.co.za,
- Membership login. (Members will be required to type in their email address and ID number in order to log in) Update the details and click submit. When updating membership, members need to submit (scan and email, fax or post) a certified copy of that qualification otherwise it will not be updated without proof.

5. PROVINCIAL BRANCHES

5.1 Branch Activities

Branches established their executive committees and started organising regional events.

The Eastern Cape Province: The branch hosted the following training workshops for capacity building:

08–09 May 2025	Young Professionals Seminar
10–12 June 2025	MFMA Audit Readiness Workshop
18–19 March 2026	Young Professionals Seminar

The Free State Province: The branch hosted the following training workshops for capacity building:

27 June 2025	Young Professionals Dialogue
27 March 2026	King V Report Implications Webinar

The Gauteng Province: The branch hosted the following training workshops for capacity building:

16 April 2025	Stakeholder Engagement Session
22–24 Apr 2025	SWZ, GP & MP Joint Conference
06 June 2025	GP Branch X SALGA X CrossCheck-POPIA Training
05 August 2025	UIF & W Training in partnership with GP PT X Ndalo Consulting and SALGA
23 September 2025	Golf Day

The Kwa-Zulu Natal Province: The branch hosted the following training workshops for capacity building:

19–20 May 2025	Young Professionals (Interns) Summit
31 July–1 Aug 2025	Audit Finance Training, in partnership with COGTA KZN
24–25 March 2026	Audit & Finance Training (AFS Readiness)

The Limpopo Province: The branch hosted the following training workshops for capacity building:

05–07 May 2025	Branch Convention
8–9 May 2025	Young Professionals symposium
06–08 August 2025	SCM Masterclass
10–12 December 2025	AFS, Budget and Reporting Seminar

The Mpumalanga Province: The branch hosted the following training workshops for capacity building:

15 April 2025	FMCMM Masterclass
22-24 Apr 2025	SWZ, GP & MP Joint Conference
14 May 2025	Asset Management Webinar
26-27 June 2025	Annual Convention & AFS Readiness
12-13 February 2026	Young Professionals Convention

The Northern Cape Province: The branch hosted the following training workshops for capacity building:

11 June 2025	Finance & Governance Educational Seminar
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The North West Province: No activity during this financial year.

The eSwatini Chapter: The branch hosted the following training workshops for capacity building:

22-24 Apr 2025	SWZ, GP & MP Joint Conference
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The Western Cape Province: The branch hosted the following training workshops for capacity building:

05 August 2025	The Procurement Act, Implications for Local Government
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5.2 Marketing and Publication

have played a role in assisting with the publication of the journal. It is indeed evident from the informative articles in our journal that branches contributed to a great extent.

6. PROFESSIONALISATION OF THE PUBLIC SECTOR

Recognition as Professional Body

The Institute is a recognised Professional Body with the South African Qualification Authority (SAQA) (NQF Act 67 of 2008) from 27 August 2022 to 26 August 2027. CIGFARO has the following designations registered on the National Qualifications Framework (NQF) overseen by SAQA:

- Public Sector Executive
- Public Sector Professional
- Public Sector Technician
- Public Sector Practitioner

These designations are awarded once a person has obtained underlying minimum academic qualifications as well as relevant experience.

7. CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)

Continued Professional Development is an internationally accepted practice for professional bodies to have a policy on Continuous Professional Development (CPD) which aims to ensure that its members' skills and knowledge are relevant to the changing environment that they function in. CPD is an important aspect of serving the public interest and fosters values of continuous learning and greater professional competence to better meet the public, client and employer needs.

The policy is applicable to registered and active members registered as of the Institute. The policy is not applicable to retired members of the Institute.

Members are required to complete credits as per table below, of relevant CPD activity in a three-year rolling period.

Membership Level	Credits per 3-year Cycle	Minimum Credits per year	Voluntary Credits to be earned per year
Executive	75	25	5 credits towards ethics
Professional	75	25	5 credits towards ethics
Technician	75	25	5 credits towards ethics
Registered	45	15	5 credits towards ethics

8. CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD) EVENTS

The following virtual and physical CPD activities were arranged and successfully implemented in the financial year 2025-2026 – key word outstanding is successfully implemented

Programme	Number of CPD Events	Cost/ Free	Mode
mSCOA Masterclasses for Vendors and Municipalities	10	Free	Online
mSCOA Fundamentals	6	Cost	Physical
Ethics Training	1	Free	Online
GRAP 104R	1	Cost	Online
Supply Chain Management (SCM)	1	Free	Online
Supply Chain Management (SCM)	5	Cost	Physical
Councillor Training	1	Free	Online
Revenue Masterclass- WCPT	1	Cost	Physical
ARPI Build-up	1	Free	Online

Standing Committee Finance, Administration and Remuneration (SCRAF)



April to October 2025

Chairperson	Sbusiso Zakwe
Deputy Chairperson	Jabulani Dlamuka
Members	Amos Twala Cheryl Reddy Simon Shokane
Advisor	Freek Schoeman

October 2025 until current

Chairperson	Vukosi Nkhata (Ms)
Deputy Chairperson	Simon Shokane
Members	Alice Stander Asma Sheik Sbusiso Zakwe
Advisor	Freek Schoeman

1. INTRODUCTION

The Standing Committee on Finance, Administration and Remuneration (SCRAF) is a committee of the Board established to assist the Board in fulfilling its oversight responsibilities relating to financial management, organisational administration, human resources, remuneration governance, and related strategic matters.

The Committee operates under an approved Terms of Reference and provides recommendations to the Board aimed at promoting sound governance, accountability, sustainability, and organisational effectiveness. The Committee exercises independent judgement whilst ensuring that its activities remain aligned with the strategic objectives of the Organisation.

The composition of the Committee changed during the financial year following the appointment of a new Board in October 2025. The Committee collectively possesses experience and expertise in financial management, governance,

remuneration, and organisational administration.

The Committee met regularly during the year to discharge its responsibilities in accordance with its approved work plan and mandate. In addition to scheduled meetings, special meetings were convened to consider urgent matters requiring oversight and recommendation to the Board. The attendance records of members at Committee meetings are reflected above.

2. DUTIES AND RESPONSIBILITIES

The Committee operates independently and supports the Board in ensuring sound remuneration governance, financial oversight, and administrative accountability. While management remains responsible for the day-to-day operations of the Organisation, the Committee provides oversight and assurance that remuneration practices are fair, responsible, transparent, and aligned with the Organisation's strategic objectives and governance principles.

Key Responsibilities

The Committee is responsible for:

- Overseeing the development, implementation, and regular review of the Organisation's remuneration policy to ensure fair, responsible, and transparent remuneration practices.
- Ensuring remuneration practices support the achievement of strategic objectives, promote ethical conduct, and align with organisational performance and sustainability goals.
- Monitoring the effective implementation of remuneration policies and assessing their impact on organisational performance, employee engagement, and talent retention.
- Reviewing and recommending remuneration disclosures in accordance with applicable governance standards, including the principles of King V.
- Recommending remuneration packages, annual increases, incentives, and bonus arrangements for executive management and employees.
- Overseeing the performance management process for the Chief Executive Officer, including the approval of key performance indicators and annual performance assessments.
- Ensuring that executive remuneration is aligned with overall employee remuneration and reflects principles of fairness and equity across the Organisation.
- Providing oversight of salary benchmarking and remuneration trends to ensure competitiveness and sustainability.
- Supporting the Board in maintaining robust governance over remuneration, administration, and financial management matters.

3. KEY ACTIVITIES UNDERTAKEN DURING THE YEAR

During the year under review, the Committee focused on the following key matters:

Remuneration and Human Resources

- The organogram was reviewed and aligned to the Institute's overall strategy and mandate, ensuring structural coherence with organizational objectives.

- Matters relating to staff remuneration were considered, with emphasis on fairness, competitiveness, and sustainability.
- Comparative salary benchmarking information and broader remuneration trends were reviewed to maintain alignment with industry standards.
- Annual remuneration adjustments were deliberated, with recommendations prepared for Board approval to ensure consistency with budgetary provisions and strategic priorities.
- The Chief Executive Officer position, identified as a critical role for the Institute, was successfully filled during the year. The recruitment process was undertaken by the Committee prior to the establishment of the new Committee, and the appointed CEO assumed office on 1 April 2025, coinciding with the start of the financial year. This appointment strengthened executive leadership capacity and provided strategic direction at a pivotal time for the Organisation.

Administration and Governance

- Reviewed organisational policies and administrative controls.
- Monitored compliance with governance requirements and Board-approved policies.
- Considered matters relating to organisational efficiency and operational effectiveness.
- Supported management in strengthening internal controls and accountability mechanisms.

Financial Oversight

- Reviewed periodic management accounts and financial performance reports.
- Monitored organisational revenue, expenditure, cash flow, and financial sustainability.
- Considered budget performance and expenditure trends against approved budgets.
- Reviewed financial risks and proposed mitigating actions where necessary.

Strategic Support

- Considered matters referred by the Board requiring financial, human resource, or administrative oversight.

- Provided recommendations to the Board on matters within the Committee's mandate.
- Assisted in ensuring alignment between organisational resources and strategic objectives.

4. COMMITTEE ASSESSMENT

The Committee is satisfied that it has fulfilled its responsibilities in accordance with its approved Terms of Reference during the year under review. The Committee believes that the Organisation maintained appropriate systems of financial management, administrative control, and remuneration governance and provided the Board with the necessary assurance on matters falling within its mandate.

5. APPRECIATION

The Committee wishes to express its appreciation to the Board, management, employees, and advisors for their support, cooperation, and commitment throughout the financial year.

**“Leadership is
the capacity to
translate vision
into reality”.**



Standing Committee on Communication and Marketing & Professional Practice working groups (SCCMPP)



April 2025 – October 2025

Chairperson

Louise Muller (Ms.)

Deputy Chairperson

Asma Sheik (Ms.)

Members

Cheryl Reddy (Ms.)

Jabulani Dlamuka

Maria Makgongela (Ms.)

Dihapilwe Mkenku (Ms.)

Mxolisi Kunene

Semanga Ruiters

Committee Transition

The above Committee served until the election of the new CIGFARO Board and Standing Committees at the 96th Annual Conference, held from 06–09 October 2025. Following the elections, a new Standing Committee on Communication, Marketing and Professional Practice (SCCMPP) was constituted. The newly appointed Committee held its inaugural meeting on 28 January 2026.

October 2025 – current

Chairperson

Asma Sheik (Ms.)

Deputy Chairperson

Maphefo Mgadi (Ms.)

Members

Alice Stander (Ms.) – Women's Forum Chairperson

Miriam Sunda (Ms.) – Audit & Risk Professionals Indaba (ARPI) Forum Chairperson

Mihloti Shirinda (Ms.) – Limpopo Branch Chairperson

Claire van der Poll (Ms.) – Western Cape Branch Chairperson

Semanga Ruiters – Northern Cape Branch Chairperson

Note: The Committee composition changed following the election of the new Board during the 96th Annual Conference held in October 2025. The outgoing Committee continued to serve until August 2025, with the newly elected Committee holding its inaugural meeting on 28 January 2026.

1. DUTIES AND RESPONSIBILITIES

The Standing Committee on Communication, Marketing and Professional Practice (SCCMPP) remained responsible for developing and implementing communication and marketing strategies that promote the objectives and professional image of CIGFARO.

The Committee further provided strategic oversight over:

- Corporate communication and stakeholder engagement.
- Internal and external marketing.
- Brand management.
- The CIGFARO Journal.
- Monthly newsletters.
- Digital communication platforms.
- Social media.
- Website management.

- Marketing and communication for all national conferences, workshops and seminars.
- Support to Provincial Branches and Forums.
- Membership marketing and awareness initiatives.
- Archford Rwazemba – ICT Department
- Didimalang Nkgodi – Communications & Marketing
- Rudzani Mufamadi – CPD & Membership

2. MEETINGS AND ACTIVITIES

The Standing Committee held the following meetings during the reporting period:

- August 2025 – Final meeting of the outgoing Committee.
- October 2025 – Board Meeting (Annual Conference Updates)
- 28 January 2026 – First official meeting of the newly elected Committee.

During the reporting period, the Committee focused on strengthening the Institute's communication strategy while ensuring effective planning and marketing of all national events. The Committee continued to provide strategic direction on branding, stakeholder engagement, publications, member communication, digital marketing and professional practice.

The Committee worked closely with the Secretariat to ensure consistent communication across all CIGFARO programmes and initiatives.

3. SECRETARIAT SUPPORT

The Committee received administrative and operational support from the CIGFARO Secretariat comprising:

- Nakisani Mathobo – Chief Executive Officer
- Lindi Nolte – Professional Development Executive
- Ira Kotze – Chief Financial Officer
- Alinah Motloun – CPD & Membership
- Esther Gumata – Communications & Marketing
- Hloni Tseke – Stakeholder Relations
- Thulani Olifant – Finance Department
- Nontobeko Ntini – Stakeholder Relations
- Nadeera Hoosen – Company Secretary
- Khanya Zulu – Communications & Marketing
- Amanda Magadze – Finance Department
- Lebohang Maluleke – CPD & Membership

The Secretariat provided valuable administrative, communication, event coordination and marketing support that enabled the Committee to successfully implement its annual programme.

4. CIGFARO JOURNAL

The Committee continued to provide strategic oversight of the CIGFARO Journal, one of the Institute's flagship publications dedicated to knowledge sharing, professional development, and thought leadership within the public sector. The Journal remained a key platform for promoting informed dialogue, showcasing research, and sharing practical insights and best practices in the fields of government finance, auditing, risk management, governance, public administration, performance management, and related disciplines.

The publication continued to support CIGFARO's strategic objective of advancing professional excellence by providing members, practitioners, academics, researchers, and industry experts with an opportunity to contribute evidence-based articles and innovative perspectives on current and emerging issues affecting the public sector. It also served as a valuable resource for fostering collaboration, encouraging continuous learning, and promoting innovative approaches to addressing public financial management challenges.

Through the publication of high-quality, relevant, and topical content, the Journal strengthened CIGFARO's position as a leading professional body in the public finance sector. It enhanced the Institute's visibility, reinforced its commitment to promoting accountability, transparency, and good governance, and contributed to building a community of practice where professionals can exchange ideas, share experiences, and influence policy and practice within the public sector.

During the reporting period, the following editions of the Journal were published:

- June 2025 Issue – Theme: Good Governance Drives Results
- October 2025 Issue – Theme: Asset Management
- November 2025 Issue – Theme: Cost Containment: Effective Management Expenditure
- March 2026 Issue – Theme: Rebuilding Trust Through Ethical and Capable Public Financial Management

The Committee continued to invite contributions from government institutions, professional bodies, academia and industry experts, ensuring that the Journal reflected a broad spectrum of thought leadership and practical experience relevant to the public sector. Neutral articles continued to be published free of charge, providing a platform for stakeholders to share innovative practices, research and professional insights.

The CIGFARO Journal remained indexed on Scinet, strengthening its credibility and accessibility within the academic and professional community. In addition to publishing technical and thought leadership articles, the Journal promoted Institute activities, highlighted branch and forum initiatives, and provided a valuable platform for strategic partners and advertisers to engage with government finance professionals.

The Committee remains committed to continuously enhancing the quality, relevance and reach of the Journal, ensuring that it continues to support knowledge sharing, professional development and the advancement of ethical and effective public financial management.

5. MONTHLY NEWSLETTER

The monthly electronic newsletter continued to strengthen communication between the Institute and its members, stakeholders and strategic partners.

Each edition provided updates on:

- Upcoming training programmes.

- Conferences and workshops.
- Branch activities.
- Forum activities.
- Industry news.
- Membership information.
- Professional opportunities.
- Organisational announcements.

The newsletter continued to serve as an effective communication and marketing tool while providing additional value to advertisers and partners.

6. SOCIAL MEDIA

The Committee continued expanding CIGFARO's digital presence across its official social media platforms, namely:

- Facebook
- LinkedIn
- Instagram
- X

Social media was extensively utilised to:

- Promote national conferences and workshops.
- Share industry news.
- Market CPD opportunities.
- Recognise members and stakeholders.
- Publish event highlights.
- Increase public awareness of CIGFARO initiatives.
- Strengthen stakeholder engagement.

The Committee also encouraged greater utilisation of emerging digital platforms to further increase engagement and brand visibility.

7. WEBSITE

The CIGFARO website continued to serve as the Institute's primary source of information for members and stakeholders.

Regular updates included:

- Event information.
- Online registrations.
- Speaker profiles.
- Conference programmes.
- Membership information.
- News articles.

- CPD information.
- Journal publications.
- Presentation downloads.
- Member resources.

The Members' Portal continued to provide exclusive access to technical resources and professional information.

8. NATIONAL EVENTS

CIGFARO's national events programme remained central to the Institute's mandate of promoting professional development, knowledge sharing, stakeholder engagement, and thought leadership within the public sector. During the reporting period, the Institute successfully delivered six leading national events covering key areas of public financial management, governance, audit, risk management, information and communication technology (ICT), cybersecurity, and municipal financial reforms.

These events provided valuable platforms for public sector professionals, government leaders, academics, strategic partners, exhibitors, and industry experts to exchange knowledge, discuss emerging trends, share best practices, and explore innovative solutions to address the evolving challenges facing the public sector. In addition to supporting continuous professional development (CPD), the events strengthened collaboration across all spheres of government and reinforced CIGFARO's position as a leading professional body in public sector finance and governance.

The national events also served as strategic platforms to enhance stakeholder engagement, promote CIGFARO membership, strengthen partnerships, generate sponsorship and exhibition opportunities, and contribute to the Institute's financial sustainability. Particular emphasis was placed on the 96th CIGFARO Annual Conference, which remains the Institute's flagship event and primary revenue-generating platform, attracting the highest number of delegates, exhibitors, sponsors, and strategic partners each year. The conference continues to play a pivotal role in advancing professional excellence, showcasing thought leadership, and strengthening CIGFARO's national profile.

The following section provides an overview of the six national events delivered during the reporting period.

8.1 Audit, Risk & Performance Professionals Indaba (ARPI)

Date: 07-10 April 2025

Venue: Durban International Convention Centre, KwaZulu-Natal

The Audit & Risk Professionals Indaba remained one of CIGFARO's leading professional development events, bringing together audit, risk, governance, and performance management professionals from across the country. The Indaba provided an opportunity for delegates to exchange knowledge, share leading practices, and discuss emerging risks and governance challenges affecting the public sector. The event also marked the successful introduction of a hybrid participation model, enabling both in-person and virtual attendance, while digital branding initiatives and the CIGFARO Event Mobile Application enhanced delegate engagement and communication throughout the event.

8.2 ICT & Cybersecurity Workshop

Date: 02-03 June 2025

Venue: Emperors Palace Convention Centre, Gauteng

Hosted in partnership with SAICA, the ICT & Cybersecurity Workshop provided an important platform for discussions on cybersecurity, digital transformation, artificial intelligence, information governance, and emerging technologies impacting the public sector. The workshop encouraged collaboration between finance, audit, risk, governance, and ICT professionals while promoting awareness of cyber resilience and digital innovation. The hybrid event format enabled broader participation from delegates across South Africa, and the use of the CIGFARO Event Mobile Application and enhanced digital branding improved communication and the overall delegate experience. Lessons learnt from the workshop have informed future marketing strategies aimed at increasing attendance and stakeholder participation.



8.3 Public Sector Finance Seminar

Date: 08–09 July 2025

Venue: Emperors Palace Convention Centre,
Gauteng

The Public Sector Finance Seminar attracted 294 delegates, reaffirming its importance as a platform for addressing current public finance issues and promoting sound financial governance and accountability. The programme featured discussions on public sector reforms, innovation in financial management, ethics, governance, and sustainable service delivery. To generate early interest and increase stakeholder engagement, CIGFARO introduced a series of build-up webinars leading up to the seminar. These webinars created awareness of the programme, encouraged dialogue on key topics, and supported delegate registrations. The seminar also successfully implemented a hybrid participation model, broadening geographic reach and accessibility while receiving excellent delegate feedback on the quality of the programme and event delivery.

8.4 96th CIGFARO Annual Conference

Date: 06–09 October 2025

Venue: Durban International Convention Centre,
KwaZulu-Natal

The 96th CIGFARO Annual Conference remained the Institute's premier flagship event and the cornerstone of its annual programme. The conference brought together finance professionals, government leaders, academics, policymakers, exhibitors, sponsors, and strategic partners from across South Africa to exchange knowledge, discuss emerging trends, and explore innovative solutions to strengthen public financial management, governance, audit, risk management, and service delivery. Beyond serving as a platform for professional development and networking, the conference continued to be CIGFARO's largest revenue-generating event through delegate registrations, sponsorships, and exhibition participation, making a significant contribution to the Institute's financial sustainability. The conference also provided an opportunity to showcase CIG-

FARO's publications, strategic initiatives, membership value proposition, and partnerships while strengthening the Institute's national profile.

We are thrilled to share the success of our recent donation drive for Dalmeny Primary School in Ntuzuma! A heartfelt thank you to everyone who contributed – your generosity is making a real difference. Together, we're creating lasting impact and positive change. Your support truly empowers us to continue our mission. The donations were well received by the school teachers.

8.5 mSCOA Workshop

Date: 02–04 December 2025

Venue: Emperors Palace Convention Centre, Gauteng

The annual mSCOA Workshop continued to play a key role in supporting municipalities by strengthening the implementation of the Municipal Standard Chart of Accounts (mSCOA) through practical knowledge sharing, capacity building, and the exchange of best practices. The workshop provided a collaborative platform for finance professionals to address implementation challenges, share lessons learnt, and enhance compliance with the mSCOA framework.

The strategic partnership with National Treasury in the planning and delivery of the annual mSCOA Workshop has continued to add significant value to the programme. National Treasury has played a key role in identifying and presenting topical issues affecting municipalities, ensuring that the workshop addresses current implementation challenges and emerging developments. In addition, the monthly build-up webinars, facilitated in collaboration with National Treasury, have provided stakeholders with timely guidance, practical insights, and ongoing engagement ahead of the workshop, contributing to increased awareness, knowledge sharing, and programme relevance.

8.6 PFMA Workshop

Date: 25–26 February 2026

Venue: Emperors Palace Convention Centre, Gauteng

The PFMA Workshop continued to strengthen financial governance, accountability, and compliance across the public sector by providing a platform for practitioners to engage on the practical implementation of the Public Finance Management Act (PFMA). The workshop facilitated discussions on legislative developments, governance challenges, financial oversight, and best practices in public financial management. Delegates benefited from practical case studies and expert presentations that enhanced knowledge sharing and professional development. The event recorded an increase in delegate attendance compared to the previous year and received positive feedback for the relevance and quality of its programme.

9. ACHIEVEMENTS

During the reporting period, the Committee successfully:

- Strengthened the CIGFARO brand nationally.
- Expanded digital communication and stakeholder engagement.
- Successfully marketed all national conferences and workshops.
- Continued publication of the quarterly Journal and monthly newsletter.
- Enhanced communication with members through multiple digital platforms.
- Supported membership growth through strategic marketing initiatives.
- Improved collaboration with stakeholders and strategic partners.
- Maintained high-quality communication standards across all Institute activities.

10. APPRECIATION

The Committee extends its sincere appreciation to the Board of Directors, Secretariat, Provincial Branches, Forums, sponsors, exhibitors, speakers, strategic partners and all stakeholders for their continued support and commitment to advancing the objectives of the Institute.

Special appreciation is extended to the Communications, Marketing and Professional Development teams for their dedication, professionalism and commitment to ensuring the successful delivery of all communication, marketing and event initiatives throughout the reporting period.

"You must always be able to predict what's next and then have the flexibility to evolve."



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ANNUAL REPORT

Stronger Together.

Empowering Public Finance Professionals.

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