CIGFARO 90 YEARS

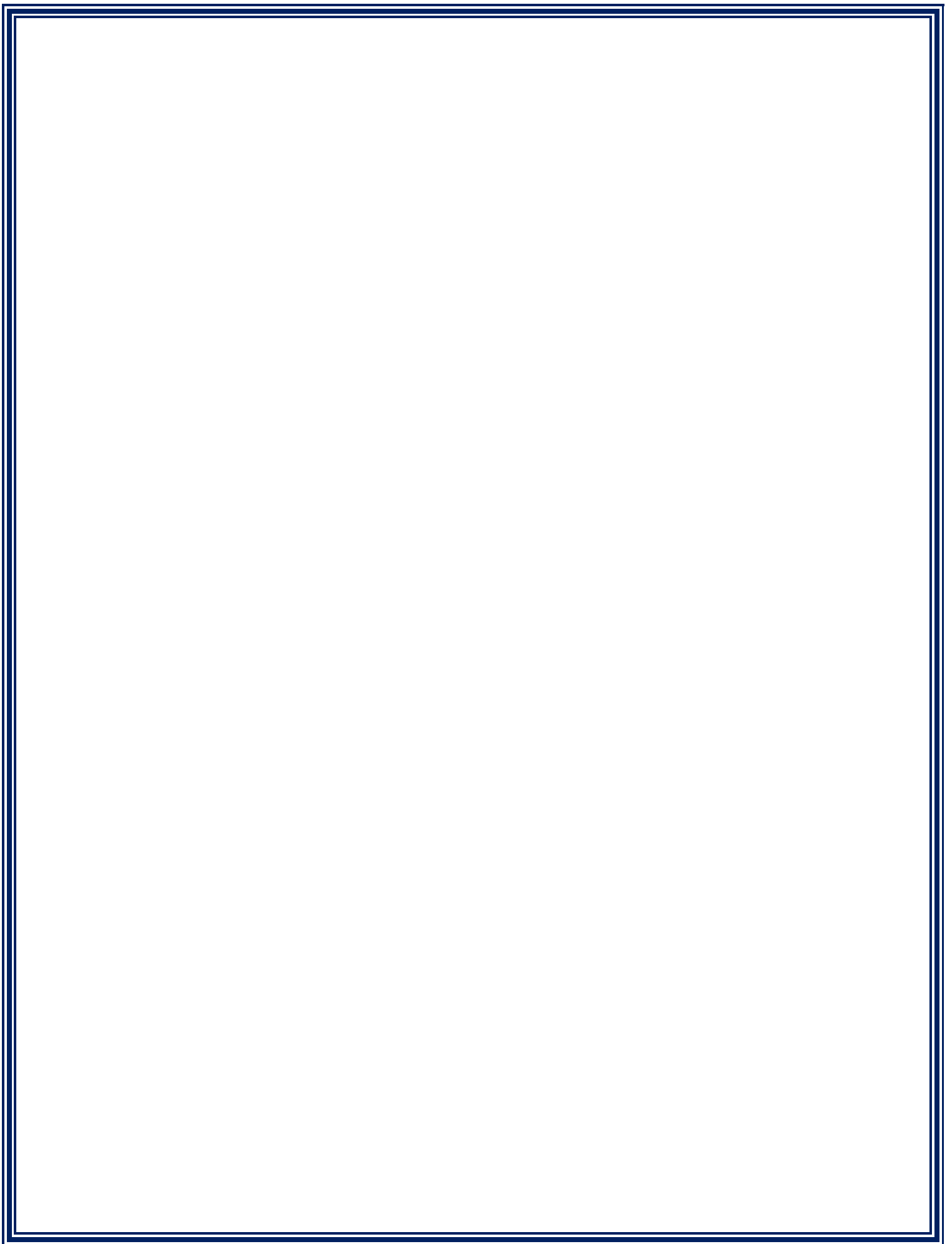## Chartered Institute of Government Finance, Audit & Risk Officers

1929 - 2019

10th Annual Audit & Risk INDABA
Repositioning of Internal Audit & Risk officials in the New Dawn

Conference Highlights-SUMMARY

#CIGFARO2019_ARI

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Introduction

The Chartered Institute of Government Finance, Audit & Risk Officers (CIGFARO) held its 10th Audit and Risk Indaba from 10 to 12 April 2019 at the East London International Convention Centre.

The main theme of this year's Indaba conference was "**Repositioning of Internal Audit and Risk officers in the New Dawn**". Speakers linked their topics to the main theme in an attempt to provide practical guidance on the way forward in relation to South Africa's new dawn.

Over the three days, with plenary sessions held on Wednesday to Friday, the 477 delegates in attendance were exposed to ethical leadership, technology and innovation, accountability and governance and technical capabilities.

We have prepared a synopsis of each of the presentations below. We also encourage delegates to visit the CIGFARO website, where the full presentations have been uploaded and are available. www.CIGFARO.co.za

Welcoming address presented on behalf of the Executive Mayor by Cllr Bongiwe Sauli

Cllr Sauli welcomed delegates to the Buffalo City Metropolitan Municipality and to the 10th Annual CIGFARO Audit and Risk Indaba. She shared a historically background of East London and how the city was established as a Metropolitan Municipality, as well as the values held by this Municipality.

Mr Peet du Plessis, the current CIGFARO President opened the conference officially

Opening the conference Mr. du Plessis, President of CIGFARO, highlighted in his greetings, the theme for the conference titled "Repositioning of Internal Audit and Risk officials in the New Dawn" and made a presentation on the important roles played by Internal Audit and Risk officials.

He stated that internal audit is there to provide independent assurance so that an organization's risk management, governance and internal control processes are operating effectively. He further explained the role of Risk Managers as to provide a methodology to identify and analyse the financial impact of loss to the organization, employees, the public, and the environment.

It also has the duty of identifying the risks which might have a negative impact on the credit rating, and reputation damage of the organization.

He also touched on the Guptas State Capture allegations and made examples of the real-world cases relating to corruption and mismanagement of funds.

Alice Muller shared vision for accountability in the public sector

She touched on various legislations which guides the Internal Auditing and Risk officials. Alice Muller also provided the history of irregular expenditure, fruitless and wasteful expenditure and unauthorized expenditure which has increased at both National and Local government spheres.

➢ National and Provincial government: the presentations shows that it has increased significantly from the period 2015-16 (34%), 2016-2017 (23%) to 2017-18

➢ Local government: this has also increased over the period 2015-2016 (62%, 2016-2017 (12%) to 2017-2018

Alice also provided the areas of greatest vulnerability and root causes of continued poor outcomes.

Areas of greatest vulnerability

▪ Financial records
▪ Compliance
▪ Supply Chain Management
▪ Financial health
▪ Consequences

Root causes of continued poor outcomes

▪ Slow or no response to recommendation

- Instability/vacancies/competence
- Inadequate consequences

Panel Discussion: Consequence Management in the Public Sector
Speaker: Mohammed Lorgat (SALGA)

Mr. Mohammed started his presentation with a brief background on accountability and consequence management in local government. He said the renewed focus on accountability and consequences of non-compliance is an international phenomenon, mainly in response to corruption by the national leadership and the private sector. Accountability and Consequence management remains to be at the core of a constitutional democracy in South Africa and one of the key resolutions of the 2015 SALGA National Members Assembly, was a request to develop a Consequences and Accountability framework for Local Government in South Africa.

Key objectives for developing a Consequence & Accountability (CA) Framework
- To provide a concise guide on available options on which applicable consequences for which type or class of transgressions and non-performance apply.
- To reflect attendant implications for failure to act by leadership at both political and administrative levels.
- To promote a culture of accountable, professional and ethical public administration that places emphasis on good governance and effective service delivery to local communities.

Mr. Mohammed Lorgat believes that Municipalities are easy targets to criminals who believe that Municipalities' systems are weak, their detection methodologies are inadequate and can be manipulated. He said that there is a need to strengthen oversight and controls. SALGA is developing a Consequence & Accountability framework for implementation by Municipalities.

In closing, Mr Lorgat indicated that the C&A Framework provides a concrete background and outline of the legal context for accountability as well as the consequences need to be enforced in local government sphere.

Panel Discussion : Public Audit amendment Act – Is it positive or negative for enhanced accountability & consequence management ?
Speaker: Advocate Boreka Motlanthe (Arms Audit Management Solutions)

Adv Motlanthe introduced his presentation by providing the background to the Public Audit Act of 2004 which provides the Auditor-General with the authority to establish auditing functions, but the office lacked the necessary powers to enforce the implementation of its recommendations.

Adv Motlanthe emphasized South Africa has reached a stage where recommendations made by the Auditor-General are simply ignored and/or blatantly disregarded, with non-compliance becoming the norm. The lack of response to audit findings was reflected as increasing in the figures of Irregular expenditure, which to the public eye is equated to fraud and corruption. Without enforcement powers, the Office of the Auditor General was becoming an irrelevant expensive annual ritual. Although there were talks about "consequence management", it was also not effective as the very people who had to implement the recommendations were usually complicit in the irregularities.

The role and importance of Compliance Officer
Speaker: Cheryl Reddy (King Cetshwayo District Municipality)

Ms. Reddy indicated that according to her, compliance is making sure one follow the rules and it can be broken down into two areas namely regulatory compliance and internal compliance.

- **Regulatory compliance** ensures that any business or action conducted by the Municipality is within legal parameters and/or that all "reasonable" actions have been taken in order to prevent or reduce incidents of non-compliance.
- **Internal compliance** concentrates on internal policies and procedures of the Municipality that talk to regulatory compliance.

She continued by quoting CFO of Courion Corporation, Mr. Curtis Cain, when he said:

"*Compliance is simply defined as the ability to comply with a set of rules or requests, then she went on quoting As a CFO, we typically think of this as ensuring the organization has the requisite systems of internal control that adequately manage the risks that the corporation faces in multiple areas (such as legal risk, financial risk, regulation risk, IT risk, data risk, etc). Interesting to note that organizations continue to equate compliance with security with an inappropriate reliance on historical system compliance procedures leading them to mistakenly believe that their company is more secure.*"

According to Ms. Reddy, the statement made by Curtis Cain shows that "we place reliance on outdated internal controls around e.g. electronic funds transfers, not changing internal controls as technology advances, but what we fail to realise is that things are ever changing. The 4th industrial revolution reveals that things are changing in that space, but if we leave our internal controls to the past and the way we used to do things, we will realise that we have weaknesses in the internal control systems and that is because we haven't kept up to date with changes."

She emphasized the fact that compliance on one hand is looking at policies and regulations and on the other hand at internal mechanism, the law, the standards, transparency and the rules of internal control.

In addition, she highlighted the three aspects of compliance frameworks as follows;

Prevent - prevention is used to ensure that we have policies and procedures in place for every unit within the Municipality. There need to be risk assessment done on annually basis and the commitment from each officials is to do the right thing at all times.

Detect - detection is monitoring that officials are in fact doing what they should be doing and when should they be doing it. The ideal environment will be to have a risk champion in each department to monitor the compliance continuously.

Response - The investigation and communication of how management is going to address the issues and how to ensure that non-compliance does not happen again. Then there's improvement, meaning how to improve processes achieve better outcomes during the next audit.

Main roles and responsibilities of (CO) Communication Office

- Assisting the Risk Officer in assessing compliance risks within the Municipality;
- Designing a compliance management system;
- Communicating the effect and the importance of the compliance management system to the Municipality as a whole;
- Making sure that the Municipality operates according to its own created culture. A good rule of thumb is to set internal standards higher than the regulatory standards;
- Preparing a compliance quarterly report to Management, Internal Audit, Audit Committee and the Council; and
- Scanning the legislative environment to identify all relevant pieces of legislation and communicate such through his or her quarterly report

Panel Discussion : Different approaches to capacitate Internal Audit in Public Sector
Speaker: Xolani Ndlovana, Gauteng Provincial Treasury

Mr. Ndlovana reiterated the importance of internal auditing which is the cornerstone of Good Corporate Governance. It bridges the gap between Management and the Board (Council) and assesses the ethical climate as well as the effectiveness and efficiency of operations.

He went to explain the Governance frameworks, Pillars and Strategic activities of internal audit, which are as follows;

Governance frameworks
- Internal audit is an essential component of a good governance framework for all Councils.
- Councils must strive to ensure that there is a risk management culture.
- An effective Audit Committee (AC) and (IA) Internal Audit function give assurance that risk management is working effectively.
- Management has primary responsibility for the design and operation of the risk management and internal control frameworks

Pillars and Strategic activities
- Increase internal audit visibility and integration in public governance
- Networking and Knowledge Sharing
- Attracting the next generation of talent to deliver smarter results.
- Rebalancing internal audit efforts
- Automating audit process to enhance audit efficiency
- Enhancing skills development through coaching and mentoring
- Promoting professional qualifications
- Building the capacity of internal auditors to audit in a computerized environment
- Develop and implement quality assurance program
- Provide consulting services and develop tools to improve risk management and internal control systems

In conclusion, Mr. Xolani Ndlovana provided options for resourcing internal audit, including the considerations and recommendations for internal auditing. He said that government sector may resource internal audit through in-house, co-sourced and outsourcing.

Ms. Vatiswa Matanda of AGSA emphasised that there are three things that are critical for the capacitation of internal auditing to deal with the current changes, viz;

The Chief Audit Executive should be ethical, skilled and experienced and must be put at the level where he or she is able to impair the institution. She stated that if the organization has a relevant person, at the relevant level, qualified and ethical, then that individual will be able to deliver to the mandate.

- Need to have an effective, ethical and professional audit committee. It is critical to have a highly skilled audit committee
- Support- most of Municipalities that are doing well in this area because there's a relationship between Management, Council, Audit Committee and Chief Audit Executive
- Municipalities should understand that Internal Auditors are there to assist and support Management in achieving organisational objectives

Ms. Maria Makhongela of CIGFARO summarised by emphasising the need to strengthen the collaboration with internal auditing. She said Internal audit is the arm that should be used by Management to ensure that by the time the auditor general comes, everything is in order.

Leadership and Governance challenges faced by the Public Sector
Speaker: Julius Mojapelo (SAICA)

Mr Mojapelo indicated that the public sector Audit Committee is probably the right leadership government structure that needs to be discussed, because the last thing that delegates want as Government structures is to leave the conference happy and excited, but when back at our organizations, some of the issues are actually not possible to implement or they are outside of our reach influence.

Therefore, the Audit Committee is one of the structures that we can deliberate on. He went on to reiterate the role of the Public Sector Audit Committee forum. He also touched on the role of the Public Sector Audit Committee forum (PSACF), which are;

- Develop Guidance Papers for Public Sector Audit Committee Members
- Maintain a database of suitably qualified individuals that would like to serve on public sector audit committees
- Host annual round table discussions for audit committee members
- Advertising vacancies for public sector audit committee members

In terms of the challenges that are facing this important structure called "The Audit Committee" in the Public Sector, he looked at its role clarity, Independence and Attracting members with relevant knowledge, skills and experience.

Mr Mojapelo said that he had a discussion with people who are members of the audit committees about this issue of non-payment of audit committee members who are currently working in the public sector. He also touched on the Audit Committee Competency Framework.

Compliance & Integrity in the New Dawn
Speaker: Terry Tselane (IEMSA)

Mr Terry Tselane opened his address by saying that there is a lot that has been written about good governance. He said that good governance is about quality and details but Africa has inherited a very bad system. He made examples of real cases where most countries were found guilty of non-adherence to good governance principles.

For this purpose much attention has been given to good governance in the electoral processes. He provided elements that determine the quality and integrity of elections:

- The Quality of the voter's roll
- Quality of Logistics
- Quality of the Electoral Staff
- The Political Environment.

In conclusion, Mr Tselane said that the focus must be more on quality of elections and those seeking political office must respect the will of the people. The Electoral Commissions must run the elections with professionalism and integrity.

Performance, risk and sustainability – Enhancing service delivery through integrating performance, risk and sustainability
Speaker: Stephen Mabunda, Ntiyiso Consulting

Mr Mabunda defined Performance Management, Risk Management and Sustainability, as follows;

Performance Management - Process of defining desired outcomes, setting performance standards, and holding individuals accountable for results.

Performance Support Framework
- Develop design principles
- Design framework
- Outline any technology or infrastructure requirements
- Identify performance measures and populate framework, as well as
- Pillars of the framework

Risk Management - Process of identifying the significant risks to a project through all phases of the project life cycle

Risk Management Framework
- Create value – resources expended to mitigate risk should be less than the consequence of inaction
- be an integral part of organizational processes
- explicitly address uncertainty and assumptions
- be systematic and structured.

Sustainability - The integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations.

The principles of Performance Management are:
- Focus
- Accountability
- Alignment and Balance

Performance management system provides a mechanism for ensuring increased accountability between the Community, Municipal Council, the political and administrative components of the Municipality, each Department and the Office of the Municipal Manager.

Panel Discussion : Role of Internal Auditing activities on mSCOA

- *Speaker: Walter Muwandi (CCG Systems), Abraham Lentsoane (National Treasury), Nosipo Mabuza (Amathole District Municipality), Michelle Kerr (PwC)*

Mr Walter Muwandi emphasized the role of internal audit in mSCOA as follows;

- Valuate both IT and organizational aspects of mSCOA system conversion project
- Independent assessment of project plan
- Ensure good mSCOA project governance
- Provide assurance to Management and Council
- Evaluate and report on the adequacy and effectiveness of mSCOA project risk process
- Oversee and provide advice on risk management matters
- Ensure that a comprehensive Risk Management Framework is in place
- Ensure that a sound and effective approach has been followed in developing a Strategic Risk Management Plan for the mSCOA project

In closing, Mr Walter said that there are eight steps that need to be considered in the Internal Audit process. These steps are:

- Understand the IT Initiative and Project Plan
- Complete a Risk Assessment of the Operational Changes Planned relating to the mSCOA System Implementation
- Assess the Project and Implementation Plans

- Assess the Data Mapping efforts and the Operational Changes Planned
- Assess the Adequacy of Testing Plans
- Complete an Implementation Readiness Assessment
- Develop and execute the audit verification plan
- Complete the Overall Audit Analysis of the Implementation

Panel Discussion: Relevance & Attitude on King IV in the public sector
Speakers: Danie de Lange (EOH), David Fakude (Ehlanzeni District Municipality), Vincent Mamburu (PwC) and Thabang Mokgomong (Gauteng Provincial Treasury)

Unlike the previous King Codes, the King IV Code now applies to all private sector companies and public sector organisations which includes all Metros, Municipalities SOEs

King IV applies a principle-and-outcomes-based approach, and moves away from a tick-box approach. The 75 King III principles have been consolidated into 16 principles. The focus in King IV is clearly on ensuring that the application of the principles achieves specifically identified outcomes, including ethical culture, good performance, effective control and/or legitimacy. Each principle is supported by a limited number of recommended practices and requires specific disclosures.

In light of the prevalence of the Fourth Industrial Revolution, King IV has deliberately separated technology and information.

King IV recommends the establishment of a Social and Ethics Committee (SEC) as a prescribed Board committee.

King IV now specifically recognises the role and responsibilities of Stakeholders.

King IV has a strong focus on opportunity management in addition to risk management. In addition it requires the Board to pay specific attention to opportunities in the process of strategic planning.

King IV has acknowledged the need to assess and confirm the External Auditor's independence

King IV suggests that the Audit Committee oversees auditor's independence, considering the impact of non-audit services, audit firm tenure and audit partner rotation.

The following are the King IV key principles which will apply to all the Metros and Municipalities:

Principle 1: The Council should lead ethically and effectively (set the tone at the top)
Principle 2: The Council should govern the ethics of the municipality in a way that supports the establishment of an ethical culture (set the tone at the top)
Principle 3: The Council should ensure that the municipality is and seen to be a responsible corporate citizen (set the tone at the top)
Principle 4: The Council should appreciate that the municipality's core purpose is risks and opportunities, strategy, business model, are all inseparable elements of the value creation process performance and sustainable development (MSA-IDP and Budget)
Principle 5: The Council should ensure that reports issued by the municipality enable stakeholders to make informed assessments of the municipality's performance and its short, medium and long-term prospects (MFMA Reports and Financial Statements including in Year Reporting)
Principle 6: The Council should serve as the focal point and custodian of corporate governance in the municipality
Principle 7: The Council should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively

Principle 8: The Council should ensure that its arrangements for delegation within its own structures promote independent judgement and assist with balance of power and the effective discharge of its duties (MSA MFMA Delegations)

Principle 9: The council should ensure that the evaluation of its own performance and that of its committees, its speaker and its individual councillors, support continued improvement in its performance and effectiveness (MSA and Regulations)

Principle 10: The Council should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities (MSA MFMA Delegations)

Principle 11: The Council should govern risk in a way that supports the municipality in setting and achieving its strategic objectives (MFMA)

Principle 12: The Council should govern technology and information in a way that supports the municipality (Policies Including Business Continuity Plans)

Principle 13: The Council should govern compliance with applicable laws and adopted nonbinding rules, codes and standards in a way that supports the municipality being ethical and a good corporate citizen

Principle 14: The Council should ensure that the municipality remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term (ROPOBA and Upper limits)

Principle 15: The Council should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision-making and of the municipality external reports (Risk Management and Internal Audit Plan)

Principle 16: In the execution of its governance role and responsibilities the Council should adopt a stakeholder- inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the municipality over time(Public Participation Legislation

Panel Discussion: Geared up for New Dawn, New Environment (Panel Discussion)
Speakers: Zipho Mdluli (Bonakude), Jack Ramakgolo (Capricorn District Municipality), Bridgette Mogale (Eastern Cape Treasury), Mavis Manthibu (Greater Tzaneen Municipality)

Mr Mdluli quoted the President when he said "*determined to build a society defined by decency and integrity that does not tolerate the plunder of public resources nor the theft by corporate criminals of the hard-earned savings of ordinary people*".

The biggest question is always "where were the auditors" when issues of corruption, fraud and irregularities emerge.

Some of the topical issues have been on:

- State Capture matters (Eskom, DENEL, DCS, SARS, PIC)
- VBS Mutual Bank
- Steinhoff Limited
- Governance issues in local government
- Continued rise in irregular expenditure (per the Auditor General)
- Non-performance by the SOEs

The internal audit function must assist the Accounting Officers in achieving the objectives of the institution by evaluating and approving the process through which-

a) objectives and values are established and communicated;
b) the accomplishment of objectives is monitored;

c) accountability is ensured; and
d) corporate values are preserved.

Encourage the adoption of collaborative approach in dealing with matters of fraud and corruption. Internal auditors must avoid working in isolation because that's become vulnerable.

How to conduct Preliminary Investigations
Speaker: Jack Ramakgolo (Capricorn District Municipality)

The action of investigating something or someone is defined as:
> *"A systematic, minute, and thorough attempt to learn the facts about something complex or hidden."*

Synonyms: examination, study, enquiry, inspection, exploration, analysis.

Steps for successful investigation were stated as follows;

1. Establish a comfort level with the person who raises the issue
2. Conduct preliminary Interviews, Get the WHO, WHAT, WHERE, WHEN and WHY.
3. Organize and plan the investigation
4. Determine whether any interim action is necessary. Suspension or NOT? Consider the policies and Acts.
5. Decide whom to interview and gather the facts
6. Make necessary preparations before conducting interviews
7. Conduct interviews
8. Make necessary preparations before meeting with the accused
9. Keep an open line of communication with the accused
10. Make recommendations
11. Be conscious of confidentiality

DAY 3

Effective Governance in the New Dawn
Speaker: Nkosiyabo King Singanto (SALGA)

The NEW DAWN carries with it a value loaded meaning which invites one to an opinion on what must be contributing to a sense of renewed hope, reinvigorated sense of pride and therefore a qualitative departure from that which created conditions for the necessity of the New Dawn.

Possible Pillars of the New Dawn were presented as the following;

- Clean Governance and Intensified Anti-Corruption Drive
- Promote clean administration and eliminate all forms of fraud, theft, corruption unethical conduct and inefficiencies (probity)
- Strengthening the capacity of the state and all relevant agencies
- Empowering SOE Boards to ensure effective oversight
- Rebuilding a Broken Economy

- It is our challenge as civil servants to ensure that brand SA's reputation creates an investor friendly environment
- Building a broad coalition for reindustrialisation.
- Committing to reindustrialisation
- Confronting concentration and uncompetive behaviour.
- Systematically consider creating an indigenously led manufacturing sector
- Addressing the structuring limits of our economy through deconstructing the apartheid geography
- Training and education
- Preparing our country for the fourth industrial revolution
- Addressing challenges in the education system including more investment in hard skills sector
- Strengthening the capacity of the state
- Accountability is critical at all levels
- Strengthening oversight bodies including the legislative sector
- Addressing the mismatch between the vision for developmental local government and the current practices
- Strengthening the nation-wide monitoring and oversight
- Strengthening horizontal and vertical integration

The clarion call for all to lend a hand being (Thuma mina) a liberation song recorded and sang by Hugh Masekela.

Social cohesion is necessary to transform the country while reducing poverty and enhancing opportunity for young people, are critical to building social cohesion. Despite diverging interests, success will depend on building partnerships across society. Rallying people around the Constitution and its values. Active citizenship through enhancing communication channels between government and society. The renewed sense of inspiration.

The presentation was concluded with an advice of refraining from the culture of blaming each other and rather establish Strategic Partnerships with Civil Society Formations.

Audit of Performance Management System
Speaker: Robert Klein (Action IT)

The Presenter covered four areas, namely;

- ➢ How success is to be achieved
- ➢ Learnings for effective Performance Management
- ➢ Implication of Consequence Management and lastly
- ➢ Suggested wayforward

He was emphasised that success in an organisation can be achieved when there is a complete, clear, implementable and aligned system in place. The criteria were clearly outlined and explained, inclusive of contents of a properly designed Performance Contract.

The SMART Principles (Specific, Measurable, Achievable, Realistic and Time-Framed) and effective 360% communication were highlighted as key learnings to attain success.

Planning and proper Budgeting were further explained as additional key ingredients.

The after effects of evaluating performance were articulated with a focus on how negative performance should be mitigated and managed so as to retain stability and growth in an organisation.

In conclusion the following were recommended;

- ➢ Introduction of One Central repository (KPI Library)
- ➢ Refrain from Consultants/Service Providers depending syndrome
- ➢ Adhere to SMART Principles
- ➢ Active involvement of Internal Auditors
- ➢ Continuous benchmarking (Best Practises)

Panel Discussion: Risk Management Universe
- **Speaker: Betty Spencer (Department of Arts & Culture), Phumi Madlala (eThekwini Metro Municipality), Lufuno Davhana (Thulamela Local Municipality)**

Ms. Spencer laid the foundation for panel discussions providing an understanding of various layers in an organisation that lead to Risk Universe, the relevance thereof as well as the degree of decision-making structure's visibility on Risk Management Universe. The hierarchy of Macro Planning in government was covered in more details.

The mistakes from the past which were subsequently rectified by identifying the Risk Universe were highlighted as the following;

- ➢ My topic view of risk assessment,
- ➢ Misalignment of elements in the Strategic Risk Management process,
- ➢ Focussing on history rather than the current risk exposure,
- ➢ Reporting on too many risks,
- ➢ Excessive focus on compliance at the expensive of service delivery, and
- ➢ Prone shortcomings in setting targets in accordance with the SMART Principles

Suggestions were explained and presented. They were anchoring on the harmonious co-existence and collaboration of;

- ➢ Internal Factors
  - Projects/Programmes
  - Operations
  - Internal Value Chain
  - Existing Services
  - Role Players

- ➢ External Factors
  - Environment
  - Politics
  - Social/Legal
  - Economics
- ➢ She covered in more details critical areas such as;
- ➢ Scanning new characteristic risks for external environment
- ➢ The threats landscape that should cause organisations most concern
- ➢ Organisational Risk Radar
  - Financial
  - Strategic
  - Operational
  - Hazard
- ➢ Deepening Risk Universe understanding through probing questions
- ➢ Key activities for finalisation of risk universe
- ➢ Decision making structures on Risk Management Universe in government
  - not blossoming
  - not been primary decision-making unit
  - existence of too many other organisations
  - government assessed on its value to the public and operating at trust deficit
  - difficult to determine add value to the public
- ➢ Facilitator Selection options
  - Industry/Content Expect
  - Internal Facilitator
  - External Facilitator
  - Process Expert

Ms. Spencer made suggestions on how workshops should be conducted to realise better results. She covered the workshop contents and key decisions to be arrived at.

The highlights of the 2019 IRMSA Report were presented as part of valuable lessons to learn from. The highlights covered;

- ➢ SA South Africa's top ten Risks (2016-2019)
- ➢ South Africa's top ten trend analysis (2016-2019)
- ➢ Risks which could improve (18 months to 5 Year period)
- ➢ Risks which could deteriorate (18 months to 5Year period)

She went further to cover the following:

- ➢ Failures & Benefits
- ➢ Description of emerging risks and tools as well as categories
- ➢ Risk appetite statements setting
- ➢ Coordination and long-term Monitoring.

In conclusion she emphasised the fact that this is an all-inclusive collaborative process which is dynamic and requires regular review for best results to be achieved.

Summation, Closure & Vote of thanks
By: Abbey Tlaletsi (CIGFARO – CEO)

The CEO reiterated the main objective of the Indaba and other CIGFARO Conferences as the provision of practical and workable solutions that should enhance good corporate governance and better service delivery at all Municipalities and other government establishments. He made a promise that all presentations will be posted on CIGFARO website and the mobile app. He thanked all delegates for attending and cooperation throughout the Indaba. He declared the 10th Audit and Risk Indaba officially closed.

Motivational Talk
Speaker: Alex Granger

Mr Granger made a serious challenge to delegates on how officials under – estimate their roles, responsibilities and general conduct to the people they serve. He urged all to think out of the box and start to deliver best services to the citizens of South Africa.

Notes