

Issue 4 | OCTOBER 2026

**COMMUNICATION IS
NOT DECORATION, IT
IS INFRASTRUCTURE**

**FUTURE-PROOFING
PUBLIC SECTOR
LEADERSHIP**

**IF WE CAN'T
COMMUNICATE
CLEARLY, WE CAN'T
DELIVER EFFECTIVELY**

BUILDING A CULTURE OF CONSISTENCY



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MESSAGE FROM THE ACCOUNTANT-GENERAL



Shabeer Khan,
Accountant-General of South Africa

BUILDING A PUBLIC FINANCE SYSTEM THAT DELIVERS



Public financial management has always depended on strong rules, credible standards and effective oversight. These remain fundamental. But rules and standards do not deliver results on their own. They must be supported by institutions and people with the capability to apply them consistently, exercise sound professional judgement and respond effectively to an increasingly complex environment.

This is why the next phase of public financial management reform must increasingly focus on the transition “from compliance to capability”.

Compliance remains essential. Financial statements must be credible and submitted on time. Public resources must be managed within the legislative framework. Controls must operate effectively, and institutions must remain accountable for the resources entrusted to them.

But sustainable improvement requires us to go further.

It requires capable finance functions that can identify and resolve problems before they become audit findings. It requires professionals who understand not only what a standard or regulation requires, but why it matters and how to apply it appropriately. It requires financial systems that support good financial management and provide reliable, timely information. And increasingly, it requires the ability to use data and emerging technologies to turn financial information into insight.

The initiatives highlighted in this edition demonstrate what this transition can look like in practice.

The National MFMA AFS Consistency Workshop has grown from a provincial initiative into a national platform for technical alignment, collaboration and

preventative support. Its value lies not simply in preparing municipalities for another audit cycle, but in strengthening the capability of officials to address financial reporting challenges before they become recurring problems.

Professionalisation is equally important. The public finance professional of the future will require more than technical knowledge. Ethical leadership, professional judgement, digital fluency, adaptability and the confidence to operate in increasingly complex environments will become increasingly important.

Technology, including artificial intelligence, will also reshape how public finance functions operate. Routine processes can increasingly be automated, large volumes of financial information can be analysed more rapidly, and emerging tools can help identify patterns, risks and anomalies that may previously have been difficult to detect.

FROM COMPLIANCE TO CAPABILITY

MESSAGE FROM THE ACCOUNTANT-GENERAL

Building a public finance system that delivers

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But technology does not diminish the importance of the finance professional. It increases it.

As our tools become more capable, the quality of the judgement applied to their outputs becomes even more important. Technology can support analysis, but people remain responsible for interpreting information, questioning results, considering context and ensuring that decisions remain lawful, ethical and in the public interest.

This reflects a broader change in how we should think about public financial management reform.

Across Africa, considerable effort has been invested in strengthening public financial management frameworks, institutions and systems. The challenge before us now is to translate those reforms into results: stronger institutions, more credible information, better decisions and ultimately better outcomes for citizens.

For the Office of the Accountant-General, this means that our role must continue to evolve.

We must continue to set standards, provide guidance and strengthen financial reporting. But we must also help build the institutional capabilities required

to implement those requirements successfully. This includes supporting professionalisation, strengthening knowledge and technical support, improving the use of data, embracing appropriate digital solutions and creating platforms through which practitioners can learn from one another.

None of this can be achieved by one institution acting alone.

The progress reflected in this edition demonstrates the importance of collaboration between National Treasury, Provincial Treasuries, municipalities, public entities, the Auditor-General, standard setters, professional bodies and, most importantly, the thousands of public finance professionals who apply these frameworks every day.

It should be to build a public finance system in which good financial management becomes an institutional capability: embedded in our people, our processes, our systems and our organisational cultures.

Because ultimately, the measure of successful public financial management is not the number of reforms we initiate, standards we issue or reports we produce.

It is whether those reforms strengthen institutions, improve accountability and help government use public resources more effectively in the service of the people of South Africa.



Our collective objective
should therefore
not simply be
better compliance



Building a culture of consistency

NATIONAL AFS WORKSHOP STRENGTHENS MUNICIPAL FINANCIAL REPORTING

By the Office of the Accountant-General

When 1,200 officials logged in and about 100 joined the National MFMA AFS Consistency Workshop in person on the 15th to 16th July 2026, they were participating in what has become one of local government's most impactful preventative interventions. What began as a Western Cape Provincial Treasury initiative in 2020 has evolved into a cornerstone national platform for technical alignment, capacity building, and intergovernmental collaboration

The numbers tell a compelling story. Following the 2024/25 workshop, municipalities achieved the highest rate of timeous Annual Financial Statements submissions in the post-COVID period. This achievement reflects not merely improved compliance, but a fundamental shift toward initiative-taking financial governance; a shift that the workshop continues to cement.

"From challenges to solutions. The core purpose of this workshop is simple but profound," said Shabeer Khan, the Accountant-General of South Africa, in his opening remarks. "It is to move us from identifying



GRAP 104R on financial instruments, GRAP 14 on events after the reporting date, and GRAP 2 on cash flow statements; governance matters pertaining to SCM Regulation 32, 36 & 44 AFS

problems to implementing solutions."

This philosophy was embedded throughout the two-day programme, which brought together the Office of the Accountant-General, National Treasury, Provincial Treasuries, the Auditor-General of South Africa (AGSA), the South African Revenue Service (SARS), the Accounting Standards Board (ASB), the South African Institute of Chartered Accountants (SAICA), and the Chartered Institute of Government Finance, Audit and Risk Officers (CIGFARO).

The 2026 workshop delivered expert-led sessions addressing the most pressing challenges in municipal financial reporting with drive to ensure technical depth meets practical application. Kicking off with a dedicated comprehensive

technical guidance session

delivered by SAICA on GRAP 104R, which addresses the complex area of financial instruments, a standard that has historically posed significant implementation challenges for municipalities.

Elizna van der Westhuizen, Head of Technical at the ASB, led a session on key considerations when preparing annual financial statements while the Gauteng Provincial Treasury led a session focusing on asset management and asset accounting, both equipping finance officials with practical tools for audit readiness. Both sessions helped demystify complex standards and provided clear pathways to compliance and effective asset management.

NATIONAL AFS WORKSHOP STRENGTHENS MUNICIPAL FINANCIAL REPORTING

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Three (3) dynamic panel discussions were featured during the two-day workshop. An accounting panel discussion, facilitated by Faez Salie of the Western Cape Provincial Treasury; a governance panel discussion facilitated by Ntuboy Mokhethi from the Gauteng PT and a Mscoa panel discussion facilitated by the National treasury's IGR Mscoa team brought together technical experts and municipal practitioners to tackle; accounting

in their daily work.

A significant focus of the workshop was audit preparedness. The Western Cape Provincial Treasury delivered a practical session on audit file readiness, providing municipalities with clear guidance on the evidence requirements and quality assurance processes essential for smooth audits. The session received exceptionally strong reviews from participants, who valued its practical, actionable content. Ms. Alice Muller, Head of Portfolio: Audit Support at the AGSA, presented emerging risks for the 2025/26 audit cycle. This early warning approach, a hallmark of the workshop's preventative philosophy, enables municipalities to address potential findings before audit commencement, rather than reacting to them after the fact.

The workshop devoted significant attention to tax compliance, with Mr. Mark Cloete, Cape Regional Head of SARS, delivering a keynote address. Mr. Ryan Boise followed with a session on driving compliance, focusing specifically on municipal VAT matters. These sessions proved particularly valuable and fruitful. The workshop addressed ongoing VAT matters related to roads infrastructure, following the same pattern as libraries matters where provincial functions not assigned under the Constitution require municipalities to function as principals, paying VAT on certain transactions and submitting returns to SARS.

BGR74, a recent clarification, has answered many questions and

resulted in more municipalities ensuring compliance appropriately, a positive development for financial transparency and accountability.

Odwa Benxa of SAICA delivered a presentation putting a spotlight on fraud and ethics risk areas at year end while also proving internal control measures and interventions that municipalities can implement to address these risks. Following on the same theme, Msizi Sigasa and Khensani Makaneta of the National treasury's MFMA Implementation unit led a session covering MFMA Section 171 to 174 on financial misconduct while also providing essential safeguards that protect both the municipality and the individual official from disciplinary and criminal exposure under MFMA Chapter 15. These two discussions raised awareness about fraud risks, ethical risks and financial misconduct risks during financial reporting and provided practical tools to prevent, minimise and address them to ensure credible financial reporting.

Wafeeqah Mohamed and Maahir Joseph of the Western Cape Provincial Treasury, together with Una Rautenbach, Heinrich Salome, Zaheer Khan, and Thina Naki of National Treasury's Intergovernmental Relations unit, led a comprehensive session on mSCOA matters. This session highlighted the critical connection between financial systems, reporting requirements, and audit outcomes; a connection that municipalities must strengthen to achieve sustainable improvements in financial governance.



**Drawing a
direct line
between
financial integrity
and community
well-being**

matters pertaining to GRAP 104R on financial instruments, GRAP 14 on events after the reporting date, and GRAP 2 on cash flow statements; governance matters pertaining to SCM Regulation 32, 36 & 44 and Mscoa matters pertaining to the Mscoa AFS specimen. This peer-learning approach proved particularly valuable, enabling municipalities to learn both from technical experts and from colleagues facing similar challenges

NATIONAL AFS WORKSHOP STRENGTHENS MUNICIPAL FINANCIAL REPORTING

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The workshop's emphasis on governance extended to the role of internal audit and audit committees. The Global Internal Audit Standards came into effect in February 2025, marking a pivotal shift for the internal audit profession toward relevance, agility, and value creation.

As Shabeer Khan noted, "Together with strengthened financial reporting, digital tools, and the professionalisation of finance officials, reforms in internal audit and audit committees complete the accountability chain that underpins

sound governance."

The workshop also featured a powerful keynote address by the MEC for Finance in Gauteng, who challenged participants to look beyond the technical details of compliance and confront the deeper issues facing municipal finance. Reflecting on the recent AGSA report, the MEC highlighted a critical concern that lies at the heart of the workshop's mission, reminding delegates that "a financial statement is not a form we complete to satisfy an auditor. It is a statement

of stewardship. It tells a community whether the people entrusted with their money can be trusted with it."

Drawing a direct line between financial integrity and community well-being, the MEC further stated that "behind every misstatement on revenue or consumer debtors is a billing system that is not collecting what it should, which means less money for water infrastructure, less money for road maintenance, less money for the clinic down the street." The address served as a stark reminder that technical accuracy is inseparable from service delivery and public trust.

KEY RESOLUTIONS AND HIGH-LEVEL GUIDELINES

Building on the insights and discussions from the two-day programme, the workshop participants agreed on several key resolutions and high-level guidelines for practitioners to strengthen financial governance in their municipalities:

Municipalities are urged to adopt a preventative approach to audit findings. This involves early engagement with the guidance provided by the AGSA and provincial treasuries to address

potential risks before the audit process begins. The workshop highlighted that proactive preparation leads to smoother audits and better outcomes.

The workshop raised awareness of the urgent need for municipalities to invest adequately in functional accounting and governance units within their municipalities and municipal entities to ensure that

they are consistently well positioned to effectively and timely implement the GRAP standards as well as relevant legislative frameworks and don't heavily & unduly rely on consultants.

A significant resolution underscored the need to create a safe and secure working environment for finance professionals. The MEC's address



KEY RESOLUTIONS AND HIGH-LEVEL GUIDELINES

- CONTINUED



brought attention to the dangers faced by officials who refuse to sign off on improper transactions, resolving that the protection of these personnel must be a fundamental part of the accountability system.

A central guideline from the mSCOA session was that accurate financial reporting begins with a robust mSCOA-aligned financial system. Municipalities must ensure their business processes and system requirements are fully aligned with the mSCOA specimen to minimise common errors and misalignments. Strengthening the link between mSCOA and AFS Quality NOW was a key take away.

The workshop reiterated the critical role of internal audit and audit committees in completing the accountability chain. Following the new Global Internal Audit Standards, municipalities must strengthen their internal oversight to achieve sustainable improvements in governance, service delivery, and compliance.

The AFS Consistency Workshop has proven itself as a strategic intervention within the MFMA accountability cycle. Plans are already underway to continue the workshop as a permanent feature of the national audit preparedness

calendar, incorporating lessons from the 2025/26 audit cycle and aligning future workshops with AGSA focus areas and emerging accounting risks.

The Treasury offices across the country remain actively engaged with municipalities to improve the quality, credibility, and timeliness of AFS submissions before the statutory deadline. Various ongoing support includes amongst others municipal engagement on AFS preparation and disclosure requirements, monitoring of GRAP implementation, technical support on complex accounting transactions, and distribution of audit readiness checklists and guidance tools.

The success of the workshop demonstrates the value of initiative-taking support and collaborative learning. By investing in financial reporting capability before audits commence, the Office of the Accountant-General, National Treasury, Provincial Treasuries, and their partners support stronger governance, improved accountability, and better outcomes for residents.

As Shabeer Khan emphasised in his closing remarks, "

The same could be said of the National AFS Consistency Workshop

itself. It is not a standalone event but part of the essential infrastructure of public financial management, a platform where technical accuracy meets shared understanding, and where challenges are transformed into solutions.

The workshop's success is a testament to what the public sector can achieve when it works together with focus and discipline. Special thanks are extended to the resolute officials from the Office of the Accountant General at the National Treasury, Western Cape and Gauteng Provincial Treasuries, SAICA and CIGFARO for their leadership in organizing the workshop.

The same gratitude is extended to the special guests and dignitaries from the ASB, AGSA, SARS, Gauteng MEC for finance, various National Treasury units, Provincial Treasuries and municipal & municipal entity officials who contributed immensely to the success of the workshop. We look forward to building on this momentum at the next event.

The National MFMA AFS Consistency Workshop will continue as a key feature of the audit preparedness calendar. Municipalities, municipal entities and Provincial Treasuries are encouraged to engage proactively with the resources, guidance, and peer networks the workshop has built. Together, we can build a future where planning, budgeting, and reporting operate seamlessly to serve citizens and strengthen democracy



OAG CHAMPIONS PUBLIC SECTOR PROFESSIONALISATION AT CAPSF CONNECT SESSION

The Office of the Accountant-General (OAG) recently participated in the 2026 Chartered Accountants Public Sector Forum (CAPSF) Connect Session, held at the South African Reserve Bank on 28 July 2026. The event brought together public sector leaders, training officers, learning and development practitioners, and trainee accountants to explore the future of leadership and professionalisation within the public sector.

CAPSF comprises twelve South African Institute of Chartered Accountants (SAICA)-accredited public sector training offices across the different spheres of government. Collectively, these institutions support more than

1,000 trainee accountants, with over 350 expected to qualify during the current training cycle. Through this important work, CAPSF continues to strengthen the pipeline of Chartered Accountants serving the public sector and contributing to better governance and financial management across government.

Established to address public sector skills development needs, CAPSF serves as a collaborative platform where member institutions share best practices, address common challenges and promote consistency in the implementation of SAICA training requirements. The annual Connect

Session forms a key part of this mission by creating opportunities for engagement, learning and professional growth. This year's session attracted more than 100 participants, including over 70 trainee accountants. Under the theme

the programme focused on equipping future leaders with the skills, knowledge and mindset required to succeed in an increasingly complex and rapidly changing environment.

Participants engaged in thought-provoking panel discussions on ethics, innovation, sustainability, governance, mental well-being and resilience.

OAG CHAMPIONS PUBLIC SECTOR PROFESSIONALISATION AT CAPSF CONNECT SESSION

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Future- Proofing Public Sector Leadership

The conversations explored the realities of operating in both the VUCA world, characterised by volatility, uncertainty, complexity and ambiguity, and the BANI world, marked by brittleness, anxiety, non-linearity and incomprehensibility. These discussions provided valuable insights into the competencies required to lead effectively in the public sector of the future.

The programme also featured addresses by prominent public sector leaders, including the Governor and Chief Operations Officer of the South African Reserve Bank and the Accountant-General, Mr Shabeer Khan.

In his keynote address, Mr Khan highlighted the importance of ethical leadership, professional judgement, continuous learning and future-readiness in the accounting profession.

He emphasised that the

Chartered Accountant of the future will require far more than technical expertise, pointing to digital fluency, strategic thinking and the ability to navigate complexity and change as critical capabilities.

Importantly, he noted that while technology can enhance analysis and decision-making, the responsibility to act in the public interest will always rest with professionals who demonstrate integrity, sound judgement and strong ethical values.

Mr Khan further reinforced the government's public sector professionalisation agenda, stressing that professionalisation is about more than technical effectively.

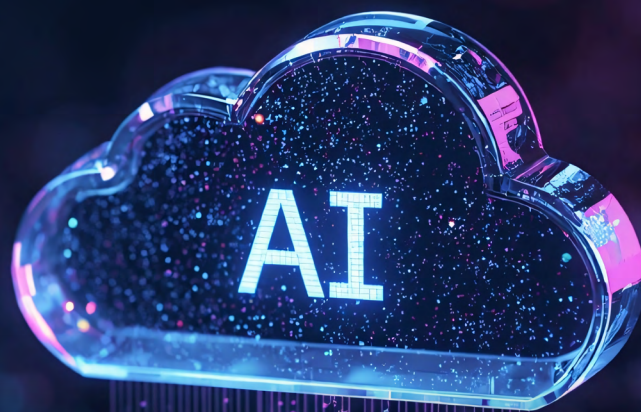
Reflecting on the event, National Treasury third-year trainee accountant Siphosethu Cetywayo described the session as both insightful and inspiring. He noted that the engagement provided valuable perspectives on ethics, governance and leadership while creating opportunities to learn from fellow trainees and experienced professionals.

The experience, he said, reinforced the importance of continuous professional development for aspiring

Chartered Accountants.

CAPSF Chairperson and Director of National Treasury's Chartered Accountant Academy, Ms Thandazile Dladla, highlighted the value of creating a strong professional community within the public sector. She emphasised that the Connect Session provides participants with practical insights, renewed confidence and opportunities to build lasting professional networks that support shared learning and continuous growth.

As government continues to prioritise professionalisation and capability building, initiatives such as the CAPSF Connect Session play a critical role in developing ethical, skilled and future-ready leaders. By fostering collaboration, strengthening professional networks and promoting leadership excellence, the forum continues to make a meaningful contribution to strengthening public financial management and building capable public institutions.



EMBRACING THE FUTURE: TECHNOLOGY AND AI IN PUBLIC FINANCE

From compliance to intelligence: the changing role of the public finance professional

Public finance is entering a period of profound technological change. Artificial intelligence, advanced data analytics, automation and cloud-based financial systems are changing what is possible across the financial management cycle.

For public finance professionals, this is not simply a technology issue. It is a professional one.

For decades, much of financial management has necessarily focused on processing transactions, reconciling information, producing reports and demonstrating compliance. These functions remain essential, but emerging technologies increasingly allow us to automate routine activities and direct more of our attention towards analysis, risk, judgement and decision-making.

The opportunity is significant.

Imagine financial systems that identify unusual expenditure

patterns as transactions occur; automated reconciliations that highlight exceptions requiring investigation; analytical tools that identify emerging spending pressures; or artificial intelligence that enables an official to interrogate large volumes of financial information using ordinary language.

Financial reporting could increasingly move from explaining what happened to helping decision-makers understand why it happened, what may happen next and where attention is required.

This is the transition from The professional remains at the centre

The potential of artificial intelligence can sometimes create the impression that technology will replace professional expertise. In public finance, the more useful question is how technology can augment it. AI can analyse large volumes of information rapidly. It can identify patterns, compare datasets, summarise

compliance to intelligence

information and flag anomalies. But an algorithm does not carry the responsibilities of an accounting officer, chief financial officer, internal auditor or finance professional. It does not understand the public interest in the way a public servant must. A system may identify an unusual transaction, but a professional must determine whether there is a legitimate explanation. An AI tool may generate an accounting analysis, but a professional must determine whether the reasoning is consistent with the applicable standards and the substance of the transaction. A predictive model may identify a financial risk, but management must decide what action is appropriate.

The public finance professional of the future must therefore be more than a steward of compliance. We will increasingly need to become interpreters of data, critical users of technology, systems thinkers and custodians of public value.

EMBRACING THE FUTURE: TECHNOLOGY AND AI IN PUBLIC FINANCE

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Innovation require responsibility

The rapid adoption of emerging technologies internationally has also demonstrated an important lesson: technological capability must develop alongside institutional responsibility.

The ability to collect more data, automate decisions or deploy increasingly sophisticated analytical tools does not remove the obligations that apply to government. Questions of privacy, security, transparency, accountability, reliability and appropriate human oversight become more important, not less important, as technology becomes more powerful.

This principle is particularly important when artificial intelligence is used to support decisions affecting public resources or citizens.

AI-generated outputs must be capable of being questioned. Important decisions must remain subject to appropriate oversight. Sensitive government information must be protected. And officials must understand the limitations of the technologies they use, including the possibility of incomplete, inaccurate or biased outputs.

Efficiency cannot come at the expense of accountability, legal compliance, service quality or public trust.

Building capability, not simply buying technology

For South Africa, the digital transformation of public finance

cannot simply be a technology acquisition programme.

Modernising platforms is important, but investment in technology must be matched by investment in people, processes, governance and data.

The quality of an AI solution will ultimately depend on the quality of the information available to it. Fragmented processes, inconsistent data definitions and poor-quality information cannot simply be solved by adding artificial intelligence.

This means that the foundations of good financial management remain relevant in the digital era: clearly defined processes, reliable data, appropriate controls, interoperable systems and clearly assigned accountability.

Alongside these foundations, we need to develop new capabilities across the public finance profession.

Finance officials will increasingly need to understand data and analytics. Managers will need to know how to interrogate AI-generated insights rather than accept them at face value. Internal auditors will need to understand technology-enabled controls and emerging digital risks. Accounting professionals will need to combine technical standards with an understanding of how automated systems generate and process financial information.

Digital transformation is therefore as much about people and capability as it is about platforms.

From better technology to better government

The objective should not be

to introduce artificial intelligence because it is new.

The question we should continually ask is: what public finance problem are we trying to solve?

Can technology help us detect financial risks earlier? Can it reduce repetitive administrative work? Can it improve the quality and timeliness of financial information? Can it make technical guidance easier for officials to access? Can it help managers make better-informed decisions? And ultimately, can it contribute to better management of public resources?

Where the answer is yes, we should be willing to innovate.

But we must do so deliberately, responsibly and with people at the centre.

The future public finance function will combine the strengths of technology with the strengths of professional judgement. Machines can process information at extraordinary speed; people provide context, judgement, ethics and accountability.

Our challenge is not to choose between the two. It is to bring them together effectively.

The future is not something we await; it is something we shape.

Public finance professionals have an opportunity to shape that future so that technology strengthens governance, improves accountability and ultimately contributes to better outcomes for the people we serve.



FROM REFORM TO RESULTS: AFRICA PREPARES FOR THE 4TH AAAG PFM CONVENTION

Public finance leaders, policymakers and practitioners from across Africa will converge in the Kingdom of Eswatini from 30 November to 4 December 2026 for the 4th African Association of Accountants-General (AAAG) Public Financial Management (PFM) Convention. Hosted under the theme,

From Reform to Results: Driving Accountable, Impactful and Resilient Public Finance in Africa

the convention will provide a continental platform to advance the conversation on transforming public financial management reforms into tangible outcomes that improve the lives of citizens.

The theme reflects a

growing recognition that while many African countries have made significant progress in strengthening public financial management systems, the true measure of success lies in translating these reforms into improved service delivery, stronger economies, greater public trust and sustainable development outcomes.

Co-hosted by the Office of the Accountant General of the Kingdom of Eswatini, the convention will bring together government leaders, public finance professionals, development partners, technology providers, professional bodies and academia to explore practical approaches for strengthening accountability, fiscal discipline, transparency and public sector performance.

The event will focus on how governments can move beyond policy intentions and compliance-driven reforms towards institutionalised,

results-oriented public finance systems. Discussions will examine key priorities including fiscal sustainability, financial governance, risk management, digital transformation and the role of public financial management in building resilient economies and effective state institutions.

A key feature of the convention will be its emphasis on the evolving role of Offices of Accountants-General across the continent. Increasingly, these institutions are extending beyond their traditional functions of accounting, reporting and financial control to become strategic drivers of fiscal credibility, public sector transformation and national development.

Through high-level policy dialogues, technical discussions and exhibitions showcasing innovative public finance solutions, participants will have opportunities to share experiences, exchange knowledge

FROM REFORM TO RESULTS: AFRICA PREPARES FOR THE 4TH AAAG PFM CONVENTION CONTINUED



The 4th PFM Convention will address a central challenge for governments: how to transform years of financial management reform into visible outcomes that strengthen economies, improve public services and reinforce confidence in state institutions.

and identify practical approaches to addressing common challenges.

The 2026 convention builds on the success of previous AAAG conferences, which have grown into premier continental forums for collaboration and learning. The 3rd AAAG Annual Conference, held in Accra, Ghana, in 2025, attracted more than 1,500 delegates from 23 African countries, including senior government officials, development partners and representatives from public and private sector institutions.

Hosting this year's convention in Eswatini reflects the country's commitment to strengthening public financial management and modernising public sector systems. The Kingdom has made notable progress in advancing accountability frameworks, fiscal reforms and digital public finance solutions, making it an ideal venue for discussions on innovation and governance. The conference will also provide an opportunity for delegates to learn from Eswatini's

experiences while showcasing the country's leadership in advancing sound financial management practices.

According to AAAG Chief Executive Officer, Mr Fredrick Riaga, the convention will address one of the most pressing challenges facing governments today.

He further noted that the programme will focus on moving beyond compliance-based reforms towards performance-oriented public finance systems that deliver transparency, fiscal sustainability, accountability and meaningful developmental impact.

Since its establishment in July 2023, the African Association of Accountants-General has played an important role in promoting excellence, accountability, transparency and innovation in public financial management across the continent. Representing 24 member countries, the organisation supports stronger public finance systems through

policy dialogue, knowledge sharing, peer learning, technical assistance and capacity-building initiatives.

As African governments continue to navigate increasing fiscal pressures, debt challenges, technological change and growing citizen expectations, the need for accountable, transparent and results-driven public financial management has never been greater. The 4th AAAG PFM Convention presents a valuable opportunity for leaders and practitioners to collaborate on solutions that will strengthen public institutions and contribute to sustainable development across Africa.

Join us for the 4th AAAG Convention. November 30-December 4, 2026 in ESwatini.

<https://conferences.aaag.africa/conference-detail/4th-aaag-pfm-convention>

CLOSING NOTE

The OAG Team

The stories in this edition share a common thread: stronger public financial management is built through capable people, credible information, collaboration and a willingness to adapt. From strengthening the consistency of financial reporting and investing in the next generation of public finance professionals, to embracing technology and sharing lessons across the continent, our work continues to evolve. But the purpose remains constant: to strengthen accountability, support better decision-making and ensure that

public resources are managed in the public interest.

As we look ahead, the challenge is not simply to respond to change, but to help shape it thoughtfully, responsibly and together.

Thank you for reading The Account. We look forward to continuing the conversation.

**Office of the Accountant-General
National Treasury**



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