

CGF'S GOVERNANCE SERVICES CONTINUE TO GROW

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Article by CGF Research Institute

As a Proudly South African company, CGF Research Institute (Pty) Ltd ('CGF') was founded in 2004 on the basis of assisting organisations to deal with the challenges of governance, risk and compliance ('GRC'). Back then, CGF's board of directors correctly anticipated the complexities that would challenge many South African organisations, both large and small. Accordingly, the company set its strategy to service the increasing GRC challenges beset in organisations, and today, CGF is a highly credible and well recognised provider of professional governance consulting services that go well beyond its customary research capabilities.

Professional governance services

As a uniquely positioned independent South African Exempt Micro Enterprise Level 4 B-BEE compliant company, CGF offers an array of governance related products and professional consulting services that assist profit and non-profit organisations to build and maintain a *Corporate Governance Framework®* which has become one of CGF's hallmarks. Besides CGF's highly competitive rates; the company's broad range of GRC services, and its ability to rapidly deliver practical GRC solutions has become one of its key market differentiators. As part of CGF's ethos, the company operates on a low profit, high work volume basis and this is evidenced in the company's slogan; *'Empowering business, growing people through good governance.'*

"Through the knowledge of people, CGF will assist companies to achieve better governance results which are faster, more sustainable and measurable with immediate and positive impacts on their business."

Terrance M. Booysen (CEO)
CGF Research Institute
March 2004

CGF's professional governance services and capabilities extend to:

- corporate governance research (provided through the web-based product known as *Corporate Governance Body of Knowledge®*)
- board evaluation
- strategic management consulting
- outsourced company secretariat services
- minute taking & scribing services
- business rescue & turnaround services
- regulatory risk impact analysis
- risk management & risk tolerance
- coaching and mentoring of directors & executive management
- executive learning & facilitation
- leadership management programmes
- leadership change management
- group & individual workplace wellness programmes
- policy reviews & policy writing
- preparation & analysis of Integrated Reporting
- non-executive director search & placements

- corporate governance & ethics awareness training interventions (known as *Governance Beyond Boards®*) which caters for large corporates to small and medium sized businesses
- *Corporate Governance Framework®* training workshops
- facilitation and building of an organisation's *Corporate Governance Framework®*
- CIPC lodgements & related services

As the CGF brand and reputation has steadily grown both in South Africa and the continent at large, the company has attracted some of the country's finest consultants who collectively deliver a broad range of related GRC services. Backed by the strong governance research arm of CGF, the consultants have direct access to materials that relate directly to their professional governance services.

Help is at hand

No matter what the size of a business operation may be, the critical focus placed on corporate governance will continuously crop up in organisations, *directly or indirectly* through key stakeholders and its supply chain. Whether it's the way in which the organisation is structured and governed, or the manner in which profit is made, these questions are becoming unavoidable for organisations across the world.

With heightened and more burdensome legislation, as well as various governance codes, business leaders increasingly find themselves with many more hurdles to overcome within their decision making processes. Expectedly, where organisations have limited resources -- particularly in the areas of governance, risk and compliance (GRC) -- they find it more difficult to reach and maintain certain levels of compliance against their already pressurised bottom-line profits and performance. This is precisely where CGF is able to assist an organisation. No matter how small or large the governance project may be, you can be assured that CGF and its Lead Independent Consultants are eager to meet with you to discuss the manner in which we are able to assist. At CGF we can proudly say that no client has been left disappointed and our references and repeat business attest to our motto of 'under promising and exceeding the client's expectations'.

The CGF consulting team

The company has a small base of permanent, highly skilled employees who perform the corporate governance research and director placements and they are guided by CGF's Chief Executive Officer, Terrance Booysen. Through the output of this permanent team of employees, supported by a robust back-office administrative process, CGF provides a wide array of highly sought after governance related products and professional services through its Lead Independent Consultants.

Our consultants have a wide range of corporate governance experience and their diversity ensures that our clients receive a broader perspective to their respective challenges. Expectedly, CGF's consultants provide client-tailored solutions to meet not only our client's challenges, but also do so within the client's tight budgets, deadlines and timeframes. Our consultants are highly experienced subject matter experts, all of whom have 'done their time' in the corporate world. Given that CGF's consultants have an excellent understanding of corporate life and the typical challenges faced by organisations, their client solutions and customised deliverables most often exceed the client's expectations.

While CGF's consultants are specialists in their respective governance fields, through their internal collaboration, they are able to provide clients professional services which are 'forward thinking' and not isolated from other important business imperatives or challenges. To this end, each CGF client proposal proactively factors and considers 'future challenges' the client may not have thought of, thereby alerting clients to future and / or likely business risks. This approach is substantially assisted by CGF's internal teaming and



its renowned *Corporate Governance Framework®* which is central to all governance matters being considered for an organisation.

There's no doubt that the challenges associated to aligning an organisation with good [sound] governance will continue; and there's also no doubt that each employee of an organisation will need to lend a hand in this growing and complex environment. The mentality of a 'one-size fits all' is nonsensical and each organisation must be guided by a set of balanced rules and behaviour that makes business sense. Moreover, organisations who do not have a robustly managed *Corporate Governance Framework®* -- which is set and directed at board level -- will increasingly find themselves on the back foot. This is especially so if there is no team effort as well as the necessary GRC understanding in place at all levels within the organisation.

As the final version of the King Report on Governance for South Africa ('King IV') is released later this year, organisations and their leadership must adopt sustainable and balanced governance measures that are right for the organisation; it should not be done for the sake of mere compliance to legislation and / or governance recommendations.



Terrance M. Booyesen
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Specialist in:

- GRC keynote addresses
- GRC lecturing & training
- GRC coaching & mentoring
- GRC strategy & frameworks
- GRC articles & media appearances
- GRC research



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Specialist in:

- Board evaluation & effectiveness
- Board support
- Regulatory compliance
- Regulatory risk analysis
- Company secretarial
- Memorandum of Incorporation
- Charters & policies
- CIPC administration



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Specialist in:

- GRC & business strategy
- GRC strategy & frameworks
- Board evaluation & effectiveness
- Memorandum of Incorporation
- Risk analysis
- Business optimisation & turnaround
- Business rescue
- Stakeholder engagement



Paul Aucamp
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Specialist in:

- Strategic leadership
- Strategic facilitator
- Business optimisation & turnaround
- GRC & business strategy



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Specialist in:

- Governance, risk & compliance
- Development of GRC framework
- GRC training module designing
- GRC lecturing & training
- Ethics risk assessment & analysis
- Strategic planning
- Project management
- Business development & communication



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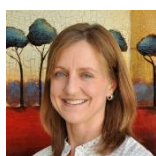
- Workplace & employee wellness
- Group wellness strategy & design
- Group wellness programme development
- Audit & evaluation of outcome-based health promotion programmes
- HR change management
- Human capital optimisation
- Leadership & performance coaching



Dr. Janine Joubert
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Specialist in:

- Enterprise Risk Management (strategic & operational)
- Information governance
- Compliance & fraud management
- Revenue assurance
- ICT project management



Debbie Sinclair
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Specialist in:

- Legal drafting
- Writing, editing & minute-taking services
- Crafting public announcements & internal broadcasts
- Report & newsletter writing / editing
- Drafting & producing Integrated Reports
- CIPC administration



Julian de la Hunt
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Specialist in:

- Human Resources, with specific focus on:
 - Executive HR Management & Change Management
 - Performance Management
 - Job Profiling & Evaluation
 - Organisational Design & Effectiveness
 - Motivation & Strategy
 - High performance team interventions
 - Individual / team mentoring & coaching
 - Strategic HR policy development



Melanie Bosman
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Specialist in:

- Audit, accounting & risk management (mainly in financial services sector)
 - Experience in financial oversight, including social & ethics competencies
 - Specialist in AFS, including strategic & operational financial management, tax, VAT and quarterly statutory regulatory returns in insurance sector
- Experienced independent non-executive director on the boards of insurance companies
- Experienced non-executive director & chairperson of Audit Committees

**Gerhard Barnard CA(SA)**

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Specialist in:

- Governance & risk management
- Multi-skilled with cross-enterprise wide approach identifying & assessing gaps in financial functions
- Internal audit, including:
 - data analytics
 - design & implementation of Standard Operating Procedures (SOPs) & Control Self Assessments
 - compliance, particularly with MFMA
 - design of operational risk registers & controls
 - capital projects, buying & selling businesses
 - investigation of computer systems & controls
 - business plan preparation, budgets & finance applications
 - mergers & acquisitions
 - tax planning

**Vanessa Marques**

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Specialist in:

- Company Secretariat / Governance ranging from JSE, Corporate & Government sectors
- Extensive practical experience in:
 - board meetings
 - attendance, agendas & board packs
 - declarations of interest
 - minute taking
 - board advice
 - share registers
 - training of secretariat
 - CIPC lodgements

Professional fees

CGF keeps its overhead costs to a minimum and rather invests in its people, processes and clients.

Our client relationships are based on trust and our professional fees are fairly positioned in a manner which underpins this trust. In instances with our repeat clients, we offer a retainer fee structure for a bouquet range of governance services which is provided on a monthly basis.

Our clients benefit from the competitive fees, whilst also knowing that their projects are being managed and executed on a daily basis by CGF's consultants who are all subject matter experts.

Honorary and Corporate Patrons

CGF's highly reputed current Honorary Patrons are Adv. Thuli Madonsela, Edward Chr Kieswetter, Christine Ramon and Russell Loubser; each who are instrumental in assisting CGF's drive to see more companies becoming equipped to deal with the increasing demand to adopt and implement sound governance practices.

Our past Honorary Patrons are Dr. Mathews Phosa, Professor Shirley Zinn, Devi Sankaree Govender, Michael Judin, Bernard Peter Agulhas, Tina Eboka, Wendy Luhabe, Professor Jonathan Jansen, Amy Kleinhans-Curd and Professor Steven Friedman who served these positions between the period of 2009 and April 2016 with distinction.

CGF's current Corporate Patron, namely Rifle-Shot Performance Holdings, is committed to support and encourage the corporate governance aims and initiatives being promoted by CGF, specifically toward sustainable and sound business practices across all South African businesses.



CGF's Corporate Patrons support the company's core business philosophy which is built upon trust, respect and solid business relationships. CGF's Corporate Patrons themselves are also committed to sound business practices of governance and business ethics within their own organisations.

ENDS

Words: 1,946

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More information regarding CGF can be found at www.cgf.co.za

