



# ANNUAL REPORT 2024/25

## CENTRE FOR ECONOMIC GOVERNANCE AND ACCOUNTABILITY IN AFRICA

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## Foreword by the Executive Director

It is with immense pride and gratitude that I present this year's annual report, a testament to the transformative power of collaboration, commitment, and shared vision. Our journey this year has been marked by significant strides in strengthening public financial management systems and amplifying civil society's role in shaping inclusive development outcomes.

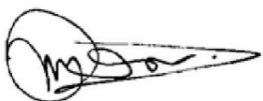
We extend our deepest appreciation to our funding partners—Ministry of Foreign Affairs of the Netherlands through The Hunger Project (THP Netherlands), USAID through HERO/Wits University Health Consortium's EVIDENCE Programme, the Gates Foundation through the University of Cape Town (UCT) Liganisa Project, and the South African National AIDS Council's National AIDS Spending Assessment (NASA)—whose unwavering support has been instrumental in driving our mission forward. Their investment in our work has enabled us to catalyze change at both national and international levels, reinforcing government capacity to plan, budget, manage, and report public expenditures more effectively and transparently.

In the Right2Grow countries, our efforts have led to tangible improvements in budget allocations for food security, nutrition, and WASH. By equipping civil society organizations with the tools and knowledge to monitor budgets and engage in policy dialogue, we have seen a growing influence of CSOs in decision-making and implementation processes. These outcomes reflect not only the impact of our technical work but also the power of inclusive governance in delivering sustainable development.

As we look ahead, we remain committed to deepening our partnerships, scaling our impact, and championing systems that prioritize equity, accountability, and resilience. Together, we are building a future where public resources serve the people—efficiently, transparently, and justly.

As we close the year (2024/25), we celebrate another year of impactful programming, which realised CEGAA's mission to improve economic governance through stakeholder mobilization, coalition building, capacity strengthening, budget research, and strategic advocacy.

Sincerely,



Nhlanhla Ndlovu  
Executive Director, CEGAA

# Annual Report

## Purpose

The Annual Report aims to provide a record of activities, achievements and challenges faced in achieving CEGAA's strategic objectives. It reflects how the organisation is pursuing its mission around ensuring accountable, efficient use of resources for public wellbeing.

## REPORT STRUCTURE

### ABOUT US

1. Reflection On CEGAA's Strategic Objectives

### STAFF AFFAIRS AND GOVERNANCE

2. Staff Affairs and Organisational Wellbeing

### OVERVIEW OF CEGAA ACTIVITIES

3. Mission Moment
4. Report on Programme Activities
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  - 4.2 EVIDENCE - FINCAP Project
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5. Priorities for 2025/26

### FINANCES

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## About Us

### 1. REFLECTION ON CEGAA'S STRATEGIC OBJECTIVES

The organisation was formed to respond to the needs of African states and organisations to strengthen economic governance, budget transparency, accountability and public participation which are all components of a good open government system. CEGAA utilizes different tools in its pursuit of improved economic governance and policy outcomes. Our flagship approach is the so-called budget monitoring and expenditure tracking (BMET) which has demonstrated effectiveness in various contexts. CEGAA has vast experience in BMET, having worked in East and Southern Africa, and has supported governments, international financing institutions, international organisations and civil society partners in various places around the world.

#### *Mission*

To contribute to the attainment of efficient and equitable public financing in Africa to enable a comprehensive response to ill-health and poverty by contributing to an empowered civil society and skilled public service, through trainings or capacity enhancements, technical support, research and advocacy with and by civil society, government and legislatures.

#### *Vision*

Our vision is for a world where the economic policies and financial systems allow for effective economic governance in governments in Africa and elsewhere, that lead to improved quality of life and health for people, particularly for those affected by poverty and illnesses like HIV/AIDS, child stunting, TB, maternal, adolescent and child health and development problems.

*The strategic result pillars of CEGAA are:*

- Enhanced stakeholder capacity to engage in resource tracking efforts (Training and technical support).
- Improved generation and use of high-quality evidence for effective and efficient allocations and spending on public needs (Evidence generation and utilisation).
- Increased multi-stakeholder participation in government budgeting and expenditure

processes (Public participation providing key budget engagement opportunities at various levels).

- Increased budget allocations & spending for a multi-sectoral developmental response to ill-health and poverty (Enhanced domestic financing and reduced donor dependency for sustainability).
- Increased transparency and accountability of governments and other stakeholders for public spending (Open governmental and non-governmental budgets).

## Staff affairs and governance

### 2. STAFF AFFAIRS AND ORGANISATIONAL WELLBEING

The CEGAA Board of Trustees ensures that CEGAA is a safe and conducive environment for productive and satisfied staff. It does this through sound organisational policies and practice. CEGAA's organisational culture allows for an environment of learning and high-quality performance whilst simultaneously ensuring staff wellbeing and protection from any form of danger or harm in the workplace.

Policies are in place to protect CEGAA staff and its clients or stakeholders from any form of abuse or inappropriate behaviour. Disciplinary measures are in place to ensure that inappropriate behaviour is punished. Such behaviour may include verbal and non-verbal action, such as sexual harassment, verbal abuse, or any form of action by a CEGAA member that is seen as offensive to the other, including women and children. CEGAA does not tolerate inappropriate behaviour and will take all necessary action, including suspension, firing and legal procedures in a court of law to punish such behaviour.

The CEGAA team is made up of a Board of Trustees responsible for overall governance and oversight of the organisation, ensuring proper policies, systems and processes are in place for good governance and efficient performance on CEGAA's mission and vision. On the operational level, CEGAA has a wide range of skilled personnel, including administrative and financial staff, health economists and public finance experts, programme development managers, and French translators working in the multi-country Right2Grow project. Given its small size, CEGAA builds strategic partnerships with organisations and connects with individual associates in various countries to boost its capacity to achieve its mission in Africa and elsewhere.

## Overview of CEGAA Activities

### 3. MISSION MOMENT

CEGAA continues to keep its focus on attaining effective, rights-based and developmental public financing in Africa through active public participation in budget processes and increased efficacy in the use of financial resources by governments. Our objectives of creating or enhancing civil space in budget matters and improving budget accountability continue to drive our effort. As we remain relevant in the public financing and advocacy sectors, with our special skill on budget accountability, we plan to revitalize our relationships with past funding partners and identify new potential partners to work with us in achieving our mission and vision.

### 4. REPORT ON PROGRAMME ACTIVITIES

CEGAA implemented fewer projects than before due to the dwindling funding opportunities for budget advocacy work in South Africa and around the world, and yet this is a very important area of work to ensure policy development and ownership by governments, effective domestic resource mobilization for key community needs, and equitable and accountable spending of scarce public resources.

#### 4.1 RIGHT2GROW (R2G) PROGRAMME

2024 was Year 4 of the Dutch funded Right2Grow consortium, in which CEGAA led the budget advocacy component of the programme. We continued to provide technical support in line with country needs. It was planned that CEGAA's technical support provision to the countries would end at the end of Year 3 (2023), but there were remaining capacity needs in countries that required additional CEGAA technical assistance. With additional funding support from other Right2Grow consortium members and countries themselves, CEGAA provided customized support physically and virtually, contributing to the growing stories of significant change generated by the countries.

Some achievements reported at the country level include:

- Led by our Budget Monitoring and Expenditure Tracking (BMET) partner HLP, there was an Increased use of a computerized BMET application in **Bangladesh** to improve budget data capturing, transparency, coordination and impact of nutrition funding at local service delivery level. The BMET App will assist in sustaining Righ2Grow work as it will remain available and in full use beyond the programme period. In addition, Bangladesh managed to identify BMET champions to promote nutrition budgeting, spending and accountability. These champions were selected from local government units that performed better in both allocation and utilisation of nutrition funds.
- Enhanced integration of the BMET activities in **Burkina Faso** and **Mali** for an integrated regional approach to nutrition financing. Our BMET partners GSB (Mali) and RESONUT (Burkina Faso) together with Right2Grow consortium leads (ACF for Mali and Save the Children for Burkina Faso), and partners, strategically integrated their activities for a stronger advocacy voice at the regional level, after seeing the need for louder voices on food security, nutrition and WASH in West Africa. With support from CEGAA, they expanded their BMET work and budget analyses to the subnational or district levels for more visible impact. They adapted the Scaling Up Nutrition (SUN) movement approach to budget tracking and recommended some improvements in the SUN's approach to capture all the data necessary to inform sound budget advocacy campaigns from a child nutrition perspective. These two countries engaged in a joint BMET capitalization workshop and documentation process to ensure that lessons from the BMET projects informed their future planning, programming and advocacy for improved and impactful nutrition finance in West Africa.
- Improved budget tagging and spending for nutrition at woreda and regional levels in **Ethiopia**. The Right2Grow consortium identified numerous stories of success where regional and woredas started new nutrition line-items in their budget plans, after strategic inputs and advocacy of Right2Grow members. This was a major achievement which will assist the Ethiopian team to keep track of financial allocations and spending in the years to come. Having specific line-items in the

budget is a first breakthrough, which should be followed by resource allocation, spending and impact.

- **Uganda** and **South Sudan** saw more involvement of senior government officials and parliamentarians in the BMET activities. Our partners there (CRC in South Sudan and CSBAG in Uganda) were consulted by governments on national budget plans, to provide a critical review of the proposed allocations against the backdrop of the financial analyses these organisations had done. In Uganda, more recommendations were integrated in government's budgeting, and in South Sudan there was increased space for CSOs, including children, to speak on policy issues affecting children and their mothers. Spaces were made available for CSOs to present to more than one hundred parliamentarians, mobilizing these legislators to closely watch the food security, nutrition and WASH budgets for effective government programming, implementation and protection of human rights.

#### **4.2 FINANCIAL CAPACITY BUILDING AND TECHNICAL SUPPORT FOR PROVINCES (FINCAP) PROJECT OF THE EVIDENCE PROGRAMME**

The FINCAP project in South Africa saw its 11th year of implementation. This has been CEGAA's longest project that has funded CEGAA's work of building government capacity and strengthening of their financial planning, management and reporting systems and processes. We noted continued effort and impact in resolving provincial government problems in health AIDS and TB financial planning, management and reporting.

Our efforts to strengthen the South African financial management capacity for AIDS and TB costing, budgeting and reporting seem to have paid off at provincial level, confirmed by reduced number of requests from provinces to be assisted with their problems. Though there was increased demand for our work at the district level – to assign district health managers with their financial and non-financial management capacity, we had good engagement with some provinces who invited us to support their districts. Other provinces needed approval letters from both national and provincial heads of health departments to expand the CEGAA support to the district level. Because of slow government procedures and red tape, the approval letter was not received on time, and this led to some districts not receiving the support they needed.

Specific 2024 achievements on the South Africa FINCAP project of the USAID HERO EVIDENCE programme are listed below.

Project/Activities	Achievements
<p>Provision of technical support to provincial health managers on financial planning, expenditure tracking and reporting.</p>	<p>Limited technical support provided on a request basis.            Quarterly BASLY expenditure analyses conducted.            BASLY-R-Studio Budget and Expenditure Workshops conducted.            BASLY fully upgraded to BASLY-R, with full buy-in and ownership by SANAC to assist in regular expenditure analysis and possibly annual NASAs.            Full manual developed on the use of BASLY-R.            Training of EC, GP, MP and WC provincial, district and some sub-district-level HIV programme and finance managers.            Full training workshop for TB national and provincial managers.</p>
<p>FINCAP expansion to cover general health finance in provinces:            Comparison of CG expenditures with each other, and comparison of aggregated health CG expenditures with health ES expenditures.</p>	<p>Budget and expenditure analysis conducted on health, HIV, and conditional grant funding.            Keeping Track of Health and HIV Expenditure (Dashboard) Slide-deck and Budget Policy Brief.            HRH expenditure analysis done and written into a Budget Brief.</p>
<p>Measuring non-financial performance using Ritshidze community monitoring            Align HIV financial and non-financial performance through budget and expenditure analyses and qualitative performance stories from Ritshidze surveys.</p>	<p>Generated a concept note for FINCAP engagement with Ritshidze.            The health department felt that the value of engaging with Ritshidze was limited, given that service-level data were already supporting the identification of gaps and bottlenecks in service delivery. Resources for this purpose were reprioritized to offer budget monitoring and expenditure tracking training to civil society members, including some members of the Ritshidze group to equip them with skills to generate powerful financial evidence to use in their advocacy campaigns.            A Pre-workshop Assessment Meeting was held with members of the Ritshidze group, members of Imali Yethu and members of the Budget Justice Coalition. This meeting led to a full national training workshop agenda to deliver in a full training workshop with those identified to represent the civil society sector, including USAID's men and youth sectors.</p>
	<p>The National Training Workshop was conducted for CSOs, with twenty-five participants.            CSO Training Workshop Report produced.</p>
<p>Accruals and medico-legal expenditure analysis</p>	<p>Budget Brief/Factsheet produced: Medico-legal claims (MLC) expenditures in SA and implications for health budgets.            Slide-deck summary of the medico-legal claims analysis produced for internal use only due to sensitivity of information (CEGAA/HERO/USAID).</p>

Final close-out meeting with NDOH	<i>A close-out meeting was held with the national HIV Conditional Grant Director, Mr. NP Khoza, to prepare his unit for full technical support responsibility for provinces and districts in the absence of the departing CEGAA FINCAP team. Mr. Khoza expressed the need for ongoing support, hoping that the team will remain available to assist where needed.</i>
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### **FINCAP lessons learned and recommendations**

We learned that concerted effort is needed to identify relevant government officials to work with in a project, time is needed to build relationships with these officials and resources are needed to sustain the relationship. The availability of the FINCAP team to the provinces gave the government officials comfort in knowing support is available when they needed it. The provincial capacity was enhanced massively in a way that towards the end of the project very few requests were received for technical support from the FINCAP team.

However, government needs to commit resources and attention to staff attrition, to ensure that people are retained in their posts to ensure continuity and sustainability of both capacity and interventions.

### **4.3 NATIONAL AIDS SPENDING ASSESSMENT (NASA) SOUTH AFRICA 2024**

CEGAA started the National AIDS Spending Assessment Plus (NASA+) exercise for South Africa to provide a comprehensive analysis of HIV and TB-related expenditures in South Africa for the 2021/22 to 2023/24 financial years, using UNAIDS' revised NASA 2020 methodology. The assessment provides a detailed overview of resource flows across public, private, and international sources, tracing funds from financing entities to final service delivery and beneficiaries. This project was started at the end of the year (November 2024), to be continued in 2025 until completion. Insights from this exercise will be presented in the 2025 annual report.

## **5. UNIVERSITY OF CAPE TOWN (UCT) LINGANISA TB PROJECT**

The TB Linganisa project focuses on enhancing TB modelling efforts in South Africa to better support local planning and decision-making for TB programmes in South Africa. Key

components of the project include refining existing HIV and TB modelling tools, integrating new data into these models, building capacity within the TB modelling field through training initiatives, and improving budget monitoring and expenditure tracking (BMET) for TB interventions. The CEGAA component of the project seeks to offer continuous technical support to provincial TB finance and programme managers within the Department of Health (DOH), aiming to enhance the allocation and use of resources for TB service delivery. CEGAA leads the project's financial support component, focusing on financial planning, costing, budgeting, budget monitoring, and expenditure management. Due to a late receipt of funding for this project (November 2024), most activities will fall into 2025 and will be reported in the 2025 annual reporting process.

## **6. PRIORITIES FOR 2025/26**

R2G remains the most demanding project for our effort. 2025 is the last year of the programme which will be characterized by intensified technical support, outcome harvesting, project capitalization, project handover to local partners and government, and tactical sustainability planning processes. CEGAA has the challenge to ensure that all its BMET partners are capacitated to continue the BMET effort with or without funding. Effort will be made to integrate in the partner organisations routine work so that the gained BMET skills are not lost and that there is follow up on the advocacy campaigns started through Right2Grow in the project years.

The dwindling funding for CSOs generally, and for budget advocacy specifically mean that new funding sources need to be identified. The uncertainty of the American funding due to the new US government's policy priorities could mean an end to some of the CEGAA activities in South Africa and elsewhere. This needs to be counter-acted upon by proper resource mobilization planning and approach.

The NASA and UCT Liganisa projects will be prioritized in 2025, with the NASA planned for only a five-month period. This is a very short period, but hopefully the automated financial planning and expenditure analysis system we have developed for the health ministry will help to expedite the project

## Finances

### 7. FINANCES AND AUDIT STATEMENT

In 2024/25 CEGAA has managed to stay afloat, despite the difficulties in sourcing new funding to deepen and/or expand CEGAA's strategic work in South Africa and elsewhere. Currently, we owe our fluidity to our strong partners and short-term consultancies. Specifically, we thank our long-standing funder USAID through HE<sup>2</sup>RO for the FINCAP project which has supported the organisation for twelve years. We also acknowledge the funding from the Ministry of Foreign Affairs (MoFA) of The Netherlands, obtained through The Hunger Project (THP) Netherlands, as part of the Right2Grow partnership in six countries. This funding has assisted CEGAA in expanding its geographical reach, having expanded its work to West Africa and Bangladesh.

CEGAA completed its 2024/25 audit exercise in August 2025, and once again achieved a clean audit. Congratulations to our Finance and Admin Team, managers and teams for achieving this audit status.

The organisation had a revenue of 14 105 666 for 2024/25, with operating expenses amounting to R13 348 284. This left the organisation with an operating surplus of R757 382 for carry-over activities to be implemented during the 2025/26 financial year.

The 2024/25 funding was sourced as follows:

Name	Project	ZAR
HERO (Y12)	EVIDENCE	2 894 362
SANAC	NASA & PIP	321 474
UCT	Linganisa Project	951 165
Open Development Consultancy	Short Term Project	66 180
Stichting The Hunger Project Nederland	R2G- Dutch Consortium Partner (2021-2025)	7 365 259
Release of Deferred Revenue (prior year)		6 828 725
Classified: 2025 Deferred Revenue		(4 321 498)
Total Funding received for the Period		14 105 667

The full audit report is attached to this report.