

# THE GOVERNANCE VISIBILITY GAP

**-- Why boards are still in the dark and how to fix it --**

(Executive Programme Featuring a Live Digitised Governance Framework Demonstration)

## EXECUTIVE BRIEF

Over the past decade, directors have invested heavily in understanding fiduciary duties, governance codes, and board responsibilities.

**Boards understand their duties - but often lack clear, evidenced-based visibility of *how* governance actually operates inside the organisation.**

Many boards today are technically compliant and well-intentioned - yet still experience:

- Limited line-of-sight between board decisions and operational reality
- Fragmented assurance
- Over-reliance on narrative reporting
- Governance frameworks that exist in documents rather than in motion
- Difficulty demonstrating governance maturity to regulators, investors, and other stakeholders

**This Executive Programme addresses the missing layer.**



## INTRODUCING THE DIGITISED GOVERNANCE FRAMEWORK (DGF)

A Digitised Governance Framework does not replace governance codes, policies or board structures. **It connects them into a visible, testable, and evidence-based system of oversight.**

The programme explores critical questions many experienced leaders were never formally trained to ask:

- How do board duties translate into systems of control?
- Where does combined assurance actually live?
- How can governance maturity be demonstrated objectively?
- How do the board, Company Secretary, GRC, and Internal Audit see the *same governance landscape*?
- How does reporting move from narrative to verifiable insight?

*“If governance is the system by which organisations are directed and controlled, then it must be **visible, connected, and demonstrable** - not assumed.”*



## WHO SHOULD ATTEND

The programme is designed for:

- Board members and non-executive directors
- Audit and risk committee members
- Company secretaries
- Chief risk officers and GRC leaders
- Internal audit executives
- Senior executives responsible for assurance and oversight

## EXECUTIVE OUTCOMES

After this programme delegates will be better equipped to:

- **Map** board responsibilities to underlying control environments
- **Diagnose** governance and assurance blind spots
- **Evaluate** governance maturity using evidence-based techniques
- **Strengthen** combined assurance integration across functions
- **Interrogate** governance reporting with greater confidence at board level
- **Improve** readiness for regulator, audit committee, and investor scrutiny
- **Understand** the architectural components of a DGF

**These outcomes are designed to enhance both board effectiveness and organisational assurance credibility**

## PROGRAMME FORMAT

Duration: 5,5 hour live virtual executive session

Time: 09h30-15h00 (SAST)

Delivery: Interactive online session with live demonstration

This is not refresher in governance duties –

**It is the next evolution of governance capability!**

## EXECUTIVE AGENDA

The programme blends established **governance theory** with **practical execution**:

- Diagnosing governance framework maturity
- Translating board functions into control visibility
- Aligning governance frameworks with codes, policies, practices, and processes
- Governance models vs governance frameworks - why the distinction matters
- Integrating board, Cossec, GRC, and Internal Audit perspectives
- Stress-testing combined assurance
- Moving from narrative reporting to evidence-based insights
- The causal link between DGF maturity and organisational sustainability
- 10 strategic questions every director should be asking
- Governance as an investment
- The “Governance Maturity Gap”
- Live demonstration of a DGF
- Interactive discussion and Q & A

## PROGRAMME EXPERIENCE

Delegates can expect a highly practical and executive-focused session that:

- Demonstrates how a DGF operates in practice
- Provides an integrated, end-to-end view of the governance ecosystem
- Illustrates how oversight connects to systems of control
- Shows how combined assurance becomes visible and testable
- Enables real-time interrogation of governance information
- Facilitates interactive discussion with experienced peers
- Balances conceptual clarity with applied governance insight

The emphasis throughout is on practical visibility, cross-functional alignment, and evidence-based governance



The DGF aligns with leading governance guidelines and standards, including King V™, OECD, ISO 37000, ISO 37004

## RESERVE YOUR SEAT

☎ 082 694 0235

✉ [accounts@cgf.co.za](mailto:accounts@cgf.co.za)

🌐 [www.cgfresearch.co.za](http://www.cgfresearch.co.za)

## INVESTMENT

- **Individual registration**

R4,025.00 (Includes VAT) per delegate

- **Group packages**

Package	Delegates	Fee (includes VAT)
<b>Bronze</b>	10	R34,500
<b>Silver</b>	12	R40,250
<b>Gold</b>	15	R46,000

Package includes:

- Electronic pre-reading and training material
- Certificate of Attendance

### Optional Executive Add-ons:

- **Post-session executive Q&A (90 min):** +R2,300 (includes VAT) per delegate
- **Closed follow-up workshop (2 hours up to 15 delegates):** +R28,750 (includes VAT)

*“Most governance training answers the WHO.  
 Few ever address the **WHAT** and the **HOW**.”*

### Upcoming sessions

13 April 2026  
 18 May 2026  
 15 June 2026

**Private in-house sessions available on request**

## MARKET VALIDATION

Trusted by organisations including Wesbank, Development Bank of Southern Africa, City of Johannesburg, Services SETA and many more...



*"...yet another powerful, inspiring and absolutely insightful presentation which was well received by all present. It's really amazing what a huge impact your presentations always seem to leave on your audience!"*

**Development Bank of Southern Africa**

*"Good value for money which will certainly save and prevent huge costs for the SABC now and in the future..."*

**SABC**

*"...the material was presented clearly and conveyed in an understandable manner. Brilliant! Clear and to the point. I expected a clinical presentation but was pleasantly surprised."*

**City of Johannesburg**

*"CGF approaches the subject of Corporate Governance in a 'no nonsense' manner . . . their program and material are a must for all ethically serious public and private enterprises."*

**Andrew Levy Education**

*"The presentation made a lot of sense. Examples are clear, easily illustrated and to the point - a lively interactive session."*

**WesBank**

*"...conveyed in an informative and thoroughly professional manner which left the entire team under no illusions as to the extent the importance of Corporate Governance and it's implications."*

**Dell SA**

***"The future boardroom will not ask:  
Do we have governance?  
It will ask, can we see it?"***

## **TERMS AND CONDITIONS**

Please read the following Terms and Conditions for your peace of mind:

1. Delegates must be registered prior to the virtual training date of attendance (Training')
2. Admission to the Training is based upon CGF Research Institute (Pty) Ltd (CGF') receiving payment prior to the Training. No provisional bookings will be allowed. No payments will be received at the Training
3. Once your registration form is received, you will be invoiced by CGF where you agree that you are liable for the full amount payable for this Training. Your registration will be confirmed on receipt of payment
4. Replacement delegates are acceptable at no extra charge, provided that arrangements have been made in writing with CGF five (5) working days prior to the Training
5. CGF reserves the right to make changes to the Training programme if necessary and commits to notify all delegates of such changes prior to the Training. If CGF cancels the Training for reasons beyond its control, delegates will be reimbursed 100% of their full payment or delegates may elect to transfer such payment to a future CGF Intervention

### **CONDITIONS FOR CANCELLATIONS ARE:**

6. Cancellations will only be accepted when made in writing to CGF and sent to [accounts@cgf.co.za](mailto:accounts@cgf.co.za). The receipt of your cancellation will be confirmed by CGF in writing. Any cancellations must be made five (5) working days prior to the Training
7. Any cancellations made 5 (five) working days prior to the Training date will be liable for 50% of the Training fee
8. Any cancellations made less than 2 (two) working days prior to the Training date will be liable for 100% of the Training fee
9. When a full amount is repayable for cancellations not falling within the above time periods, a 15% administration fee will be charged by CGF
10. Non attendance of a delegate without written cancellation is regarded as a cancellation with no entitlement to any refund or credit
11. No cash refunds are available for cancellations or postponements
12. Indemnity: CGF and its sponsors are absolved from and indemnified against any loss or damage as a result of substitution, alteration or cancellation / postponement of training arising from any cause whatsoever, including, without limitation, any fortuitous event, act of God, unforeseen occurrence or any other event that renders performance of the event impracticable or impossible. A "fortuitous event" may include, but is not limited to, war, fire, flood, riot, industrial action, extreme weather or other emergency.



***WE LOOK FORWARD TO WELCOMING YOU TO THIS EXECUTIVE PROGRAMME – WHERE A DIGITISED GOVERNANCE FRAMEWORK STRENGTHENS OVERSIGHT***