CEGAA

Centre for economic Governance and Accountability in Africa
Accountable, efficient use of resources for wellbeing

ANNUAL REPORT

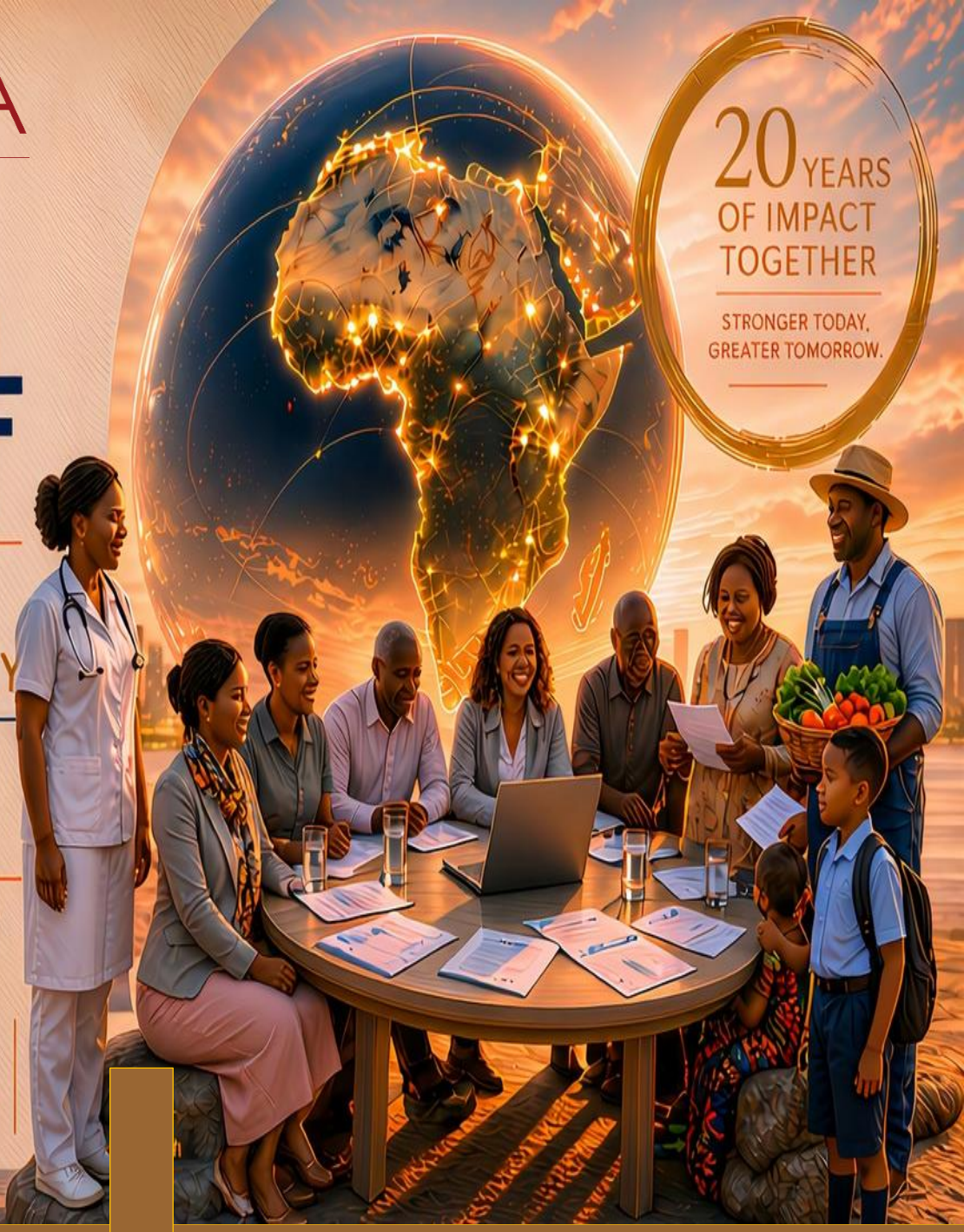
2025/26

20th ANNIVERSARY

STRONGER GOVERNANCE.
GREATER ACCOUNTABILITY.
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CENTRE FOR ECONOMIC GOVERNANCE AND ACCOUNTABILITY IN AFRICA

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Non-profit Trust Registration Number: IT867/2006. NPO Registration Number: 064-456-NPO

Foreword by the Executive Director

As CEGAA proudly marks twenty years of dedicated work in advancing economic governance, strengthening accountability, and fostering meaningful public participation, we reflect on a remarkable journey that has brought together diverse stakeholders, built resilient coalitions, and enhanced capacity across communities in Africa and elsewhere. Over these two decades, our commitment has remained steadfast, to empower civic voices, influence policy, and promote transparency for more equitable, inclusive and evidence-based government budget decisions. This milestone is not only a celebration of our achievements, but also a reaffirmation of our vision to continue driving transformative change in the years ahead. We appreciate the support we have received from our strategic partners and sponsors over the years and express our commitment to sustain what has been invested for predictable public financing and better policy outcomes.

Against this backdrop, it is my pleasure to present CEGAA's Annual Report for the 2025/26 financial year. This report reflects our continued commitment to transparent, accountable and equitable public financing in Africa, despite a challenging funding environment and fragile political contexts in some places where we work.

During the year, CEGAA advanced its strategic objectives by strengthening stakeholder capacity, generating evidence, promoting participation in budget processes and supporting increased investment in responses to ill-health and poverty.

A key milestone was the conclusion of the Right2Grow programme in December 2025. As the consortium's southern technical partner, CEGAA supported partners in six countries to analyse public financing for food security, nutrition, and water, sanitation and hygiene. This work strengthened civil society capacity, developed BMET champions and supported evidence-based advocacy.

CEGAA also completed the South African National AIDS Spending Assessment Plus TB and continued its work through the TB Linganisa project, supporting improved planning, budgeting, expenditure tracking and financial accountability in the HIV and TB response.

The inception of the THRIVE programme in Malawi expanded our work at the intersection of public financing, community resilience, environmental protection and inclusive development. In partnership with The Hunger Project and the Malawi Health Equity Network, CEGAA began applying BMET to strengthen community participation and accountability around Nyika National Park and Vwaza Marsh Wildlife Reserve.

These achievements were made possible by the dedication of our staff, Board of Trustees, associates and partners. Although reduced funding required careful operational adjustments, we protected essential services and programme quality while strengthening efficiency. CEGAA also maintained sound financial stewardship and received a clean audit.

Looking ahead, we will build on our expertise in BMET, public finance analysis and participatory advocacy to develop new partnerships and address emerging priorities. We remain committed to empowered civil society, skilled public services and accountable institutions that can improve health and quality of life across Africa.

I thank our donors, staff, trustees, partners, associates and stakeholders for their commitment and collaboration throughout 2025/26.



Nhlanhla Ndlovu
Executive Director, CEGAA

Annual Report 2025/26

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
   - 4.1 Right2Grow (R2G) Programme
   - 4.2 National AIDS Spending Assessment (NASA) and Provincial Implementation Plan (PIP) Costing for South Africa 2024 (Continuation in 2025)
   - 4.3 University of Cape Town (UCT) TB Linganisa Project
   - 4.4 Malawi THRIVE Project

FINANCES

5 2025/26 Finances and Audit Statement



Right2Grow BMET members from South Africa, Burkina Faso, Ethiopia, Mali, South Sudan and Uganda. Johannesburg October 2025.

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, West and Southern Africa, and has supported governments, international financing institutions, international organisations and civil society partners on different topics in various places around the world.

Mission

CEGAA seeks 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, governments and legislatures.

Vision

Our vision is for a world where 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 other development problems.

CEGAA's Strategic Result Pillars

- Enhanced stakeholder capacity to engage in resource tracking efforts (training and technical support).
- Improved generation and use of high-quality research 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 and accountable governmental and non-governmental budgets and performance reporting).
- Increased organisational capacity to develop sustainable programme partnerships that ensure the realization of the above strategic goals.

2. STAFF AFFAIRS AND ORGANISATIONAL WELLBEING

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, In 2025/26 CEGAA had 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 (2021 – 2025). Given its small size, CEGAA continued to work through strategic partnerships with organisations and connected with individual associates in various countries to boost its capacity to achieve its mission.

The CEGAA Board of Trustees ensures that CEGAA is a safe and conducive environment for impactful programming and staffing. It does this through sound organisational policies, practice and management. 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.

At the end of the reporting period, CEGAA experienced a reduction in staff numbers as a direct result of decreased funding availability. This adjustment was undertaken carefully to ensure that essential services and core operational commitments remained protected. While the change required difficult decisions, the organisation prioritised maintaining programme quality, strengthening internal efficiencies, and reallocating resources to areas of highest strategic importance. We continue to monitor our financial environment closely and remain committed to rebuilding capacity as funding stabilises. For the near future, we will continue our annual and quarterly risk assessments to identify and manage threats across financial, operational, legal and compliance, reputational, and strategic areas.

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Overview of CEGAA Activities

3. MISSION MOMENT

CEGAA works towards 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 skills on budget monitoring and expenditure tracking (BMET), we plan to research and identify development partnerships that can enhance the attainment of our strategic goals.

4. REPORT ON PROGRAMME ACTIVITIES

Despite reduced funding resources for 2025/26, CEGAA maintained its footprint in South Africa and elsewhere. The organisation worked hard to ensure sustainable policy development and ownership by governments, effective domestic resource mobilization for key community needs, and equitable and accountable spending of scarce public resources. Some tangible results of this effort will be shared in the programme summaries that follow.

4.1 SUMMARY OF THE RIGHT2GROW PROGRAMME AND CLOSURE: STRENGTHENING BUDGET ADVOCACY FOR FOOD SECURITY, NUTRITION AND WASH

4.1.1 CEGAA's role and technical support approach

CEGAA joined the Right2Grow consortium as its sole southern partner, with the responsibility to strengthen budget advocacy for food security, nutrition (FSN) and WASH across the six Right2Grow programme countries. The programme started in January 2021 and closed officially in December 2025.

CEGAA worked to cover a significant budget advocacy capacity gap in the Right2Grow consortium. Although consortium partners had substantial experience in policy advocacy, many had limited expertise in systematic budget and expenditure analyses. Partners could access information on sector allocations, but often lacked the capacity to examine trends, compare planned and actual spending, assess implementation, and develop evidence-based budget advocacy at national and subnational levels.

CEGAA facilitated partners' move from collecting isolated budget figures to developing structured understanding and engagements with public financing. This included analysing allocations and expenditure over time, identifying gaps between commitments and implementation, and using financial evidence to strengthen advocacy messages. The work also supported domestic resource mobilisation and budget prioritisation by demonstrating the importance of adequate public investment and improved accountability in FSN and WASH.

Technical assistance was delivered through a structured but adaptable approach. The same broad methodology was applied across all six countries, while support was adjusted to national and local circumstances. Research, communication, stakeholder engagement and follow-up action were treated as interconnected stages. Partners were supported to collect and analyse information, communicate findings, obtain feedback, and convert evidence into practical advocacy.



Right2Grow team members from Mali, Burkina Faso, Kenya and South Africa on their BMET performance review and planning workshop in Segou, Mali.

4.1.2 The BMET evidence-to-action process

Building on capacity investment made in the previous years, budget and expenditure analyses conducted in 2025/26 provided insights into not only how much was being allocated, but also how resources were used vis-à-vis the government commitments made on FSN and WASH financing. The analyses identified changes over time, weaknesses in prioritisation, differences between planned and actual expenditure, and implementation challenges. These findings strengthened discussions on public accountability and the need for continuous and increased investment in essential services.

Throughout the Right2Grow programme, CEGAA worked with in-country action teams to ensure lasting community interest and capacity to sustain budget advocacy beyond the Right2Grow programme. The final year of Right2Grow consolidated all evidence and used existing platforms to disseminate and engage policymakers and duty-bearers, with handover exercises to ensure Right2Grow lessons informed future programming and fundraising.

4.1.3. Contributions to Right2Grow outcomes

CEGAA is very proud of the contributions made in the FSN and WASH agenda in the Right2Grow countries. The most remarkable success was the intensified budget advocacy campaigns in countries which ensured that countries did not reduce or shift FSN and WASH funds to other priorities. Only Mali saw a shift in funds in 2025 because of political conflict where more funds were needed for citizen safety and security. Apart from the positive budgeting news, CEGAA and its national partners made significant contributions to strengthening civil society capacity and developing BMET champions. BMET advocacy strengthened recognition of the links between nutrition, WASH, health, agriculture and other sectors. CEGAA and its partners trained parliamentarians, government officials and civic organisations and supported engagement with ministries, departments, agencies and parliamentary committees.

In South Sudan, parliamentarians became BMET champions, supporting engagement on nutrition and WASH budgeting and creating opportunities for civil society and children to participate in parliamentary processes. In Bangladesh, local government officials became active nutrition financing champions advocating for increased allocations and driving efficient spending on identified nutrition priorities.

Retrospectively, in 2021, the combined allocations for the six countries amounted to €794 million, which grew by the massive 319 percent after the Right2Grow intervention, to €3,3 billion in 2025 alone (recorded in 2025 as an underestimate due to some missing budgets by the time the analysis was done). The countries allocated a combined total of €6,9 billion from 2021 to 2025, a commendable growth due to combined efforts of Right2Grow members and their government partners.

4.2 NATIONAL AIDS SPENDING ASSESSMENT (PLUS TB) (NASA+)

4.2.1 Background

In 2024, CEGAA was commissioned by the South African National AIDS Council (SANAC) to conduct the South African National AIDS Spending Assessment Plus TB (NASA+) exercise that examined HIV and TB related expenditure recorded in South Africa during the 2021/22 to 2024/25 financial years. This work started in 2024 and was completed in 2025. The assessment applied the revised UNAIDS NASA 2020 methodology to track resources from public, private and international financing sources through to service delivery and beneficiaries.

4.2.2 Key Findings

South Africa spent ZAR 42.4 billion, ZAR 42.7 billion and ZAR 41.7 billion on HIV and TB in 2021/22, 2022/23 and 2023/24, respectively. HIV accounted for approximately 92 percent of total expenditure in each year, while TB accounted for between 7.5 percent and 8.1 percent. Government remained the primary source of funding, increasing its contribution to 76 percent in 2023/24. International funding declined to 21 percent, while private-sector contributions remained limited at approximately 2–3 percent.

Efficiency gains were achieved through lower antiretroviral prices, the scale-up of dolutegravir-based regimens and the use of differentiated service delivery models. These developments contributed to a 21 percent under-expenditure against the initial ART budget. The savings were partly offset by a 12 percent increase in diagnostic costs and a 46 percent increase in contracted services. Personnel costs remained the largest cost driver, particularly in the public sector.

4.2.3 Strategic Alignment and Data Quality

Available resources were broadly aligned with the estimated requirements of the South African National Strategic Plan for HIV, TB and STIs 2023–2028. While some prevention programmes were underfunded, overall resource gaps and misalignments were limited. The assessment achieved strong data quality, with all transactions based on verified expenditure reports and more than 95 percent of public and international funding captured. Further improvements are required in reporting from private-for-profit providers and in the disaggregation of expenditure by production factors.

4.2.4 Conclusion and Priorities

South Africa continues to demonstrate strong leadership in financing and sustaining its HIV and TB response. Increasing domestic investment, sustained treatment coverage and health-system strengthening have supported important gains. However, underinvestment in prevention, key populations and TB, rising input costs and continued reliance on international funding for certain interventions present risks to sustainability and equity.

Priority actions include institutionalising routine expenditure tracking, integrating donor-funded programmes into public planning, strengthening investment in prevention and TB, improving support for key populations, and strategically reallocating resources in line with national priorities. These measures will be essential to achieving the objectives of the National Strategic Plan and sustaining progress in the years ahead.

4.3 SUMMARY OF THE TB LINGANISA PROJECT TECHNICAL REPORT: 2025/26

4.3.1 Introduction and Objectives

The TB Linganisa project supports stronger tuberculosis (TB) planning, financing, and decision-making in South Africa through improved modelling, costing, budgeting, expenditure tracking, and financial analysis. It also strengthens the technical capacity of national and provincial TB programme and finance managers.

CEGAA leads the TB financing component. Its responsibilities include supporting financial planning and costing, improving the TB business planning tool, conducting expenditure analyses, strengthening budget monitoring, and providing ongoing technical assistance to provincial managers.

4.3.2 National Collaboration

In 2025/26, CEGAA worked closely with the National Department of Health (NDoH) TB Chief Directorate and Conditional Grants Office to set priorities, obtain data, secure approvals, and align provincial planning with national TB priorities and the TB Grant Framework.

4.3.3 Capacity Development Workshop for TB Programme and Finance Managers

CEGAA conducted a capacity development workshop in Johannesburg that brought together public servants and five facilitators from the national health department and eight provinces. Limpopo Province did not participate in this workshop.

The workshop focused on TB planning, budgeting, target setting, expenditure management, performance reporting, conditional grants, and the revised TB business plan template. Through presentations, discussions, and practical exercises, participants were supported to align business plans and budgets with the TB Grant Framework and strengthen collaboration between programme and finance teams.

The workshop improved participants' understanding of planning tools, grant governance, financial oversight, and the relationship between programme priorities, budgets, and service delivery targets. Ongoing technical assistance was offered to support implementation.

4.3.4 Technical Support and Planning Improvements

Following the workshop, CEGAA supported provinces in preparing their 2026/27 TB business plans. Fewer support requests were received than in the previous years, suggesting that the workshop improved provinces' ability to complete plans independently.

The NDoH provided provincial and district TB targets based on the Linganisa model. These estimates supported evidence-based target setting, planning, and budgeting. CEGAA also supported an in-depth financial planning and target setting workshop in the Eastern Cape province, with demonstrations on how to use provincial TB model outputs for planning.

4.3.5 TB Expenditure Analysis

CEGAA analyzed public TB expenditure for 2021/22 to 2024/25 using National Treasury data from the Basic Accounting System (BAS) and the BASLY-R analysis tool.

South Africa spent an average of approximately R2.5 billion annually on TB. Voted funds accounted for about 80 percent of total expenditure, while conditional grants accounted for approximately 20 percent. Voted-fund expenditure increased from about R2.05 billion in 2021/22 to R2.17 billion in 2024/25, while conditional-grant expenditure declined from approximately R553 million to R363 million.

Provincial funding accounted for 79 to 86 percent of total TB expenditure, indicating growing reliance on provincial allocations as conditional-grant financing declines. Although nominal funding remained broadly stable, inflation reduced its real value by an estimated 6.8 percent in 2022/23, 4.6 percent in 2023/24, and 8.2 percent in 2024/25.

Expenditure was concentrated on TB diagnostics, inpatient treatment, multidrug-resistant TB treatment, and drug-sensitive TB treatment. KwaZulu-Natal, Western Cape, Eastern Cape, and Gauteng recorded the highest expenditure, while Free State and North West showed greater dependence on conditional grants. Differences in BAS classification may have affected comparisons between provinces.

4.3.6 Financial Management Challenges

The analysis identified inconsistent expenditure coding in the government's Basic Accounting System (BAS) in different districts and provinces, limited detail in expenditure classifications, and weak links between financial data and non-financial performance indicators. These challenges reduce the comparability and usefulness of expenditure information and make it difficult to assess whether spending is producing intended programme results.

A provincial Basic Accounting System (BAS) classification workshop and continued technical assistance were identified as priorities for improving expenditure coding, financial reporting, and performance monitoring.

4.3.7 Activities for the 2026/27 Period

- Link TB expenditure trends to programme outputs and non-financial performance.
- Conduct quarterly budget and expenditure analyses.
- Strengthen provincial monitoring, evaluation, and in-year expenditure monitoring.
- Provide continued support for business planning, budgeting, target setting, and expenditure management.
- Conduct a provincial BAS classification workshop and improve expenditure coding.
- Maintain regular engagement with the NDoH TB Chief Directorate.

4.3.8 Conclusion

The next phase of TB Linganisa will focus on linking expenditure to programme outputs, improving financial data quality, conducting regular analyses, strengthening provincial monitoring, and supporting more effective and accountable TB financing.

4.4 TOGETHER FOR HUMAN RESILIENCE, INCLUSION AND VIBRANT ECOSYSTEMS (THRIVE); SUMMARY OF KEY ACTIVITIES CARRIED OUT IN THE INCEPTION PHASE OF THRIVE, MALAWI

4.4.1 Introduction and Programme Context

In November 2025, CEGAA signed a partnership contract with The Hunger Project – Netherlands, in collaboration with The Hunger Project – Malawi, for a Malawi-based partnership programme called THRIVE. CEGAA also signed a memorandum of understanding (MOU) with the Malawi Health Equity Network (MHEN) to jointly implement the CEGAA budget advocacy portion of the programme in Malawi.

THRIVE is designed to promote human resilience, inclusion, vibrant ecosystems and stronger community systems for communities surrounding Nyika National Park and Vwaza March Nature

Reserve, in Rumphi District. THRIVE's broader objectives include strengthening economic governance and accountability, advancing social justice for women and young people, improving environmental and climate resilience, and supporting constructive relationships between communities, national parks' management and local authorities. The programme seeks to reduce human-wildlife conflict in the communities close to the parks, reduce deforestation and enhance community development for more self-reliant and resilient communities.

Within this wider programme, CEGAA's budget monitoring and expenditure tracking (BMET) model provides a structured approach for examining how public budgets are developed and implemented, how expenditure is tracked, and how citizens and civil society can participate in accountability processes to eliminate community reliance on park resources such as game meat and deforestation for their livelihoods. The BMET component is intended to strengthen government investments in essential community interventions, while improving budget transparency, public participation, and advocacy for increased allocation and use of public resources for communities surrounding Nyika and Vwaza Marsh National Parks.

4.4.2 Programme Inception and Initial Activities (November 2025 – February 2026)

CEGAA and MHEN started working towards two central outcomes. The first was the establishment of an inclusive and transparent governance system that protects and promotes community participation in ecosystem conservation and protection. The second was to support duty bearers—including park management, local authorities, community leaders and the Nyika Vwaza Co-Management Trust—a partnership between the Malawi government and Peace Parks – to develop and implement plans, policies, strategies and frameworks that protect local ecosystems and respond to the needs of communities living within them.

In this programme, BMET is therefore positioned as both a technical and participatory process. It involves analysing budgets and expenditures, examining the systems, institutions and relationships that determine how decisions are made, and provides a platform for open engagement between stakeholders on community development and public financing issues. Through this approach, the programme aims to improve accountability, strengthen the ability of communities and civil society to engage with public authorities, and support more equitable governance of natural resources and public services.

4.4.3 Progress During the Inception Period

CEGAA and MHEN participated in the THRIVE inception workshop held in Blantyre in November 2025. The workshop introduced THRIVE members and partners to the programme and supported the preparation of an activity plan, including a detailed Year 1 plan beginning in 2026. Organisational presentations helped partners/participants understand the composition of the partnership and to clarify the roles and contributions of the participating organisations.

The workshop also created an opportunity for detailed discussion of the programme proposal, budgets and planned activities. Participants were encouraged to continue refining their budgets, activity plans and indicators after the workshop. This process helped develop a common

understanding of programme expectations and provided a basis for coordinated implementation across the partnership.

In February 2026, the BMET team orientated THRIVE staff on BMET tools and basic economic concepts, the Malawi public budget process, good governance, fiscal space and domestic resource mobilisation. Participants were introduced to examples of successful BMET applications on different issues and contexts, budget analyses and the preparation of budget advocacy strategies and messages.

Finances

5 FINANCES AND AUDIT STATEMENT

CEGAA has obtained a clean audit after a year of programme implementation and spending that were in line with organisational financial policies and procedures, partnership contracts and operational plans. We received funding from four partners in the year of 2025/26, as shown below.

Funding For The Period: 1 March 2025 to 28 February 2026

Name	Project	ZAR
South African National AIDS Council (SANAC)	NASA & PIP	**2 086 320**
UCT	Linganisa Project	**723 826**
Stichting The Hunger Project Nederland	THRIVE Malawi	**362 329**
Stichting The Hunger Project Nederland	R2G – Dutch Consortium	**1 938 204**
Release of Deferred Revenue (prior year)		**4 321 498**
Classified : 2026 Deferred Revenue		**(355 324)**
Total Funding received for the Period		**R9 076 853**

The full 2026 (February 2026) Audited Financial Statement is attached.