March 2026 - Issue 1

# THE NAVIGATOR

QUARTERLY NEWSLETTER PUBLICATION OF IMVULA YOMUSA CONSULTING "IYC"

WHAT'S INSIDE THIS ISSUE:

## LAUNCH OF GRC NAVIGATOR & MORE

## Introduction: Our Vision, Our Purpose, Our Promise

When Imvula Yomusa Consulting (IYC) was founded in 2020, it was far more than the birth of a business, it was the manifestation of a God-led vision placed on my heart. IYC was built on three immovable pillars: **Trust**, **Integrity**, and **Transparency**. These values continue to guide every decision, every partnership, and every step we take in serving organisations across the country.

The name Imvula Yomusa carries a deep personal meaning. ***Imvula means Rain***, and ***Yomusa*** can be interpreted as ***Grace or Merc***y, a reflection of my life's story. Through seasons of personal and professional adversity, God has remained gracious and merciful, often what felt like a gentle rain in the midst of the fiercest storms. That rain-like experience has been a constant reminder of the mandate placed on me and the responsibility that comes with it.

As IYC grew, one truth became undeniable: People can make or break a business. I have witnessed firsthand how appointing the wrong individuals in leadership positions can either mislead or destabilise an organisation overnight, especially when decisive leadership, compassion, and a genuine appreciation for people are missing.

These experiences shaped a commitment I made many years ago: to lead with purpose, by example, but more importantly, to lead with a servant's heart.

### Why a Quarterly IYC Newsletter?

Today, as IYC stands at the forefront of governance, risk, compliance, and transformation in South Africa, we recognise the importance of sharing knowledge, shaping conversations, and guiding organisations with clarity and conviction. This quarterly newsletter will serve as an information platform, packed with practical insights and analysis from subject matter experts across:

- Governance, Risk & Compliance (GRC)
- B-BBEE & Transformation
- ESG & Sustainability
- Financial Crime Risk & Compliance
- Ethics

### Purpose Driven

Our aim is to help drive a stronger ***Culture of Compliance, Good Corporate Governance, Transparency & Integrity.***

We want to empower leaders, uplift businesses and contribute meaningfully to the transformation and resilience of South African businesses & beyond.

### Values-Anchored

Every article, insight and perspective we share will reflect not only who we are, but the calling behind IYC, ***guided by grace, strengthened by purpose, grounded in integrity.***

### A Stake in the Ground

As we publish this first issue, I see it as a marker, a stake in the ground. In the next five years, when we look back, we want this moment to serve as a reminder of how far we have come:

Of our growth,
Our resilience,
Our commitment to excellence and our unwavering mandate to serve ethically and lead courageously.

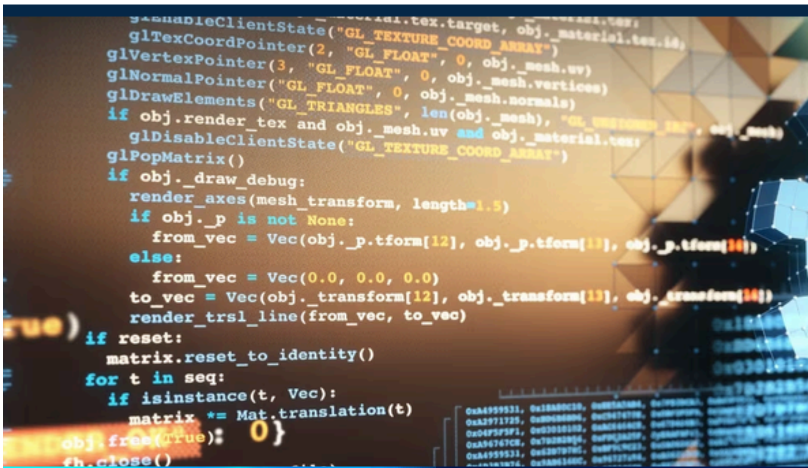
This newsletter is not just a communication tool, it is the beginning of a legacy. One that reflects our heart for governance, our passion for nation-building, and our belief that businesses flourish when leadership is principled, ethical, and people-focused.

Thank you for joining us on this journey.

May this publication inspire, challenge, and equip you, issue after issue.

Warm regards,
Brenda Chetty
Founder & Managing Director
Imvula Yomusa Consulting (IYC)

# GEARING UP FOR LAUNCH



## CTO's Perspective: GRC Navigator

Written by: Praneel Matai, Chief Technology Officer, Imvula Yomusa Consulting (IYC)

As CTO, my mandate was clear: deliver a SaaS application that is robust, user-friendly, and scalable across organisations of all sizes, from SMMEs to large enterprises.

The development of GRC Navigator represents 12 months of deliberate effort, continuous iteration, and direct engagement with our clients. Their feedback shaped every design decision.

The result is an application that addresses a well-documented gap in the GRC technology space, one that organisations across all sectors and geographies require.

GRC Navigator is a world-first. It delivers a single, consolidated interface for managing GRC tasks and processes, with the flexibility to serve any industry sector.

This level of integration has, until now, been absent from the market.

The application is built on an agile development methodology.

This approach ensures that GRC Navigator grows with your organisation and accommodates customisable features specific to your industry, sector, or regulatory environment, including state-owned entities.

The architecture is future-proofed. Database support is platform-agnostic, providing full flexibility in deployment.

The development planning process placed equal emphasis on delivering analytics through the user interface and enabling integration with third-party applications through a fully functional API.

The audit logging capability provides Internal and External Audit departments with the detailed, reliable records they need to support compliance obligations and assurance functions.

In preparation for the national and global launch, we subjected GRC Navigator to rigorous testing, including stress testing, compliance reviews, and penetration testing.

No aspect of quality assurance was overlooked.

We look forward to placing GRC Navigator in your hands and delivering the value that this development journey has made possible.

*"The journey to product launch, really stretched our abilities & resilience, and to now witness what we as a team achieved has been more than rewarding..Eugene K - Developer*

# IN FOCUS: OUR STRATEGIC PARTNERSHIP WITH STRATEGIC INSIGHT LTD - MAURITIUS

Over the past few years, IYC has built a strong and collaborative relationship with Strategic Insight Ltd (SIG), led by its visionary founder Zayd Soobedar and CEO Ounishka Soobedar, supported by their exceptional team leads, including Shakylesh Appa, Head of Business Development & Strategic Partnerships, and Henna Sonatun, SIG has firmly positioned itself as a leader in the business intelligence landscape.

**Their expertise spans:**

- Credit Information
- Market Intelligence & Industry Reporting
- Fintech Solutions
- Analytical Insights for High-Integrity Decision-Making

This partnership represents a pivotal step in both organisations' growth journeys.

**A Milestone Cemented in September 2025**

In September 2025, IYC and Strategic Insight formalised a deeper, long-term collaboration solidifying our shared commitment to expand into new territories across Mauritius and the broader Indian Ocean region.
During this milestone engagement, IYC had the honour of hosting the Strategic Insight's team in South Africa, where we explored:

- Joint market expansion opportunities
- Innovative business intelligence and GRC solutions
- ESG & Sustainability
- Financial Crime Risk & Compliance
- Data-driven offerings tailored to regional needs
- Collaborative routes into previously untapped markets

This engagement reinforced what both organisations already knew: ***together, we are stronger, more agile, and positioned to unlock exceptional value.***

**Why This Partnership Matters**

This collaboration forms a key pillar of IYC's strategic roadmap, aligning with our mission to drive governance excellence, empower organisations with risk intelligence, and support sustainable business practices.

**By combining IYC's deep expertise in:**

- Governance, Risk & Complianc
- ESG and Sustainability
- Financial Crime
- Strategic Advisory and Capacity Development

with SIGs' market-leading intelligence capabilities, **the partnership enables us to:**

- ·Unlock new market opportunities
- ·Co-create powerful, integrated business solutions
- ·Strengthen regional impact across the Indian Ocean
- ·Expand Strategic Insights' value propositions across Africa

This collaboration allows both organisations to penetrate new markets with confidence, bringing transformative, data-led, and future-ready solutions to clients and stakeholders.

**Looking Ahead**

The partnership between IYC and SIG is more than a business arrangement, it is a shared vision of empowering organisations through insight, governance, innovation, and strategic foresight.

ANNOUNCING A STRATEGIC PARTNERSHIP SHAPING THE FUTURE OF GOVERNANCE, RISK & COMPLIANCE, ESG & SUSTAINABILITY & FINANCIAL CRIME RISK & COMPLIANCE ACROSS MAURITIUS AND THE INDIAN OCEAN REGION

*"Driving IYC across key markets is strategic, making partnerships an integral part in achieving our global strategy.   Having boots on the ground is a must..Praneel Matai - United Kingdom*

# ANNOUNCEMENT: IYC ENTERS STRATEGIC PARTNERSHIP WITH WECONSULTING (DOHA, QATAR)

WeConsulting.

Imvula Yomusa Consulting (IYC) is pleased to announce a strategic and exclusive partnership with WeConsulting, a leading Doha-based advisory firm specialising in Governance, Risk, and Compliance (GRC). This collaboration marks an important milestone in IYC's growth journey as we expand our footprint into the Middle East region.

WeConsulting, led by its ***Founding and Managing Partner Ahmad Abuleil***, brings deep regional expertise and trusted advisory capabilities to the partnership. Ahmad, a seasoned governance, risk, compliance, and audit professional, has held several key ***leadership roles at KPMG Qatar and is a Certified Public Accountant (CPA) and Certified Internal Auditor (CIA).***

His experience and reputation in the regional consulting landscape make WeConsulting a highly valuable strategic partner.

This partnership represents a meeting of complementary strengths:

IYC's innovative solutions and digital capability, including our governance and compliance platforms, paired with WeConsulting's respected knowledge base, market insight, and ***access to clients across the Middle East.***

Together, these strengths create a powerful foundation for delivering world-class GRC solutions to organisations across the region.

As part of IYC's broader strategic roadmap, this collaboration enables us to unlock new markets, expand our global reach, and create sustainable value for our clients.

The partnership is designed to drive growth, enable market expansion, and open new opportunities for both firms by leveraging shared expertise, resources, and technological capability.

As we embark on this exciting new chapter, IYC and WeConsulting look forward to growing together, learning from each other, and unlocking new experiences that strengthen our ability to serve clients with excellence.

***We are confident that this partnership will set a new benchmark for GRC excellence across the Middle East.***

*This partnership is a significant step forward for both parties. By bringing together a proven GRC solution and WeConsulting's deep market access, we are well-positioned to deliver meaningful value to clients across priority sectors. Following months of detailed engagement, we look forward to building a high-impact collaboration that continues to grow from strength to strength - Ahmad Abuleil*

# IN THE SPOTLIGHT:

## Transformation at an Inflection Point: Preventing Extraction in the Proposed Transformation Fund

Written by: Micah Gengan: Founder Ethos Verify

South Africa's proposed Transformation Fund represents a decisive juncture in the country's pursuit of broad-based economic inclusion. Its scale is significant and its ambition clear: to direct meaningful capital toward black-owned enterprises at a moment when inclusive growth is a national necessity.

Ethos affirms the central importance of transformation.

What cannot be affirmed is the adequacy of weak structural design.

Across nearly two decades of work within the transformation, governance and compliance environment, one pattern has remained consistent: when governance is insufficient, extraction follows.

Extraction does not always manifest through overt corruption. More often, it emerges through structural leakage, intermediary value capture, rapid asset cycling or compliance recognition that is not supported by durable economic benefit.

For the Transformation Fund to achieve its stated aims, it must be intentionally structured to prevent these patterns from the outset.

Where Extraction Occurs

**1. Recognition Without Retention**
Capital is deployed. Assets are acquired. Recognition is claimed.

Soon after, those assets may be sold, transferred or structurally diluted.

The documentation remains compliant, yet the economic position of the beneficiary deteriorates.
A fund that measures deployment without monitoring retention risks institutionalising such fragility at scale. Recognition must be linked to sustained value, not to the initial act of transaction.

**2. Intermediary Layer Expansion**
Funding environments frequently accumulate multiple actors, structuring agents, fund managers, advisors, monitoring contractors and verification interfaces. While each may serve a legitimate function, the cumulative effect can erode the capital that ultimately reaches the enterprise.

When administrative structures grow faster than enterprise capacity, value shifts upward. Transparency across all cost layers is not a political preference but a core governance requirement. --Continued


**Ethos Verify (Pty) Ltd** is an independent due diligence authority that specialises in the assurance and validation of stakeholders involved in South Africa's transformation landscape.
The company addresses critical gaps in compliance, transparency, and ethical accountability through specialised services in B-BBEE due diligence, impact reporting, and governance support.

Ethos Verify is committed to upholding the spirit and intent of transformation legislation while mitigating organisational risk.

**Leadership**
Ethos Verify is led by Micah Gengan, Founder and CEO, and a highly respected transformation strategist in South Africa. With over 17 years of advisory experience, formerly Head of Advisory at BEE123. Micah has influenced transformation strategy across nearly 40% of JSE-listed entities. His ***"Ecosystem of Impact"*** model forms the backbone of Ethos Verify's strategic vision.

### 3. Input Compliance Over Outcome Sustainability

Transformation mechanisms have historically emphasised inputs such as contribution thresholds, recognition points and compliance percentages. Less rigorously assessed are enterprise survival rates, asset retention, revenue growth, continuity of ownership and the creation of quality employment.

If the Transformation Fund aligns itself to an input-heavy framework without strengthening outcome accountability, scale may increase without durability.

### The Governance Gap

Public debate around the fund has intensified. Ethos approaches the matter from the perspective of structural integrity.

What safeguards ensure that capital compounds within beneficiary enterprises rather than leaking through systemic weaknesses?

### Independent Oversight

Oversight cannot reside solely within implementing entities. A structurally independent governance layer is essential to maintain credibility.

### Post-Deployment Monitoring

Risk persists beyond disbursement. Patterns relating to asset disposal, related-party transactions, ownership dilution and revenue stress should form part of a structured and ongoing monitoring system.

### Transparent Cost Architecture

Public confidence requires clarity, the proportion of capital reaching enterprises, the proportion absorbed by administration, how intermediaries are remunerated and how performance is tracked over time.

### Competence and Structural Design

Governance failures often reflect competence gaps: deals lacking operational insight, funding offered without adequate stress testing, and monitoring frameworks designed for audit defensibility rather than enterprise resilience.

The Transformation Fund requires both strong integrity controls and a mature design foundation.

### Transformation Requires Moral Authority

Legislation alone cannot secure long-term transformation.

Transformation endures when enterprises retain assets, grow revenue, deepen ownership and build intergenerational stability.

The proposed amendments present an opportunity to shift from recognition-driven transformation toward governance-driven transformation.

### The Role of Ethos

Ethos Verify operates as an independent governance authority within the transformation landscape. Its mandate is not to optimise scorecards but toprotect the integrity of the transformation architecture.

Capital must be accountable. Recognition must be linked to retention. Design must prevent extraction.

### An Inflection Point

South Africa does not require less transformation. It requires transformation that is governed with strength and clarity. The future legitimacy of transformation will rest not on the volume of capital deployed, but on the value that endures.

## Our Services

At Imvula Yomusa Consulting (IYC), we support organisations in strengthening governance, managing risk, and achieving sustainable compliance.

**Our service offering spans both strategic advisory and technology-enabled solutions:**

1. **Governance, Risk & Compliance (GRC) Advisory**

- Governance framework development & implementation
- Risk management strategy, assessments, and reporting
- Compliance programme development
- Regulatory readiness and gap assessments
- Policy and procedure development

2. **ESG, Ethics & Sustainability**

- ESG maturity assessments
- Ethics and integrity programmes
- Sustainability strategy support
- Social impact programme design
- Integrated reporting support

3. **Audit, Advisory & Internal Controls**

- Internal audit services
- Control design and effectiveness assessments
- Combined assurance framework implementation
- Forensic readiness advisory
- Forensic Investigations
- ERP Governance
- Data Governance

4. **Technology-Enabled Governance**

- Deployment of GRC Navigator, our newly launched SaaS for automated governance, risk, and compliance
- Digitisation of compliance workflows
- Data-driven insights and control monitoring

5. **Financial Crime Risk & Compliance**

- Develop & Refine Business Risk Assessments (BRA's) & RMCPS (Risk Management & Compliance Programmes)
- Full Regulatory Readiness (Assist & guide organisations toward full compliance, from policy to inspection)
- Transaction Monitoring (STR's) and Reporting

6. **Training, Capacity Building & Workshops**

- Governance and Compliance training
- Ethics and integrity workshops
- ESG Masterclasses
- Financial Crime
- Risk management capability development
- Executive briefings and board training

7. Special Projects & Sector Support

- Public sector governance improvement
- Private sector governance alignment
- SME governance strengthening programmes
- ESD governance capability support

**Acknowledgements**

As we release the very first issue of our IYC Newsletter, we extend heartfelt appreciation to everyone who contributed to bringing this edition to life.

**Thank you to:**

- Our clients, whose trust and partnership inspire our work
- Our collaborators and industry peers, for sharing insights and perspectives
- Our internal team, for their dedication, creativity, and unwavering commitment
- The contributors who provided thought leadership, data, and commentary
- The broader IYC community, for engaging with us and supporting our journey

Your contributions have made this inaugural issue meaningful, relevant, and rich with value. We look forward to growing this platform together and continuing to share knowledge that strengthens our governance ecosystem.