

Cert Dir[®]

HANDBOOK

2025

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Certified Director® Handbook

GLOSSARY OF TERMS

Term	Description
<i>Applicant</i>	means any individual applying to become a Certified or Chartered Director SA
<i>Appeal policy</i>	Means the IoDSA Appeal policy
<i>Board of Directors</i>	The term “board of directors” has been replaced in King IV™ by the term “governing body” and these terms are used interchangeably in the Handbook. The IoDSA Board is the highest authority within the IoDSA.
<i>Board Committee</i>	The term “board committee” has been replaced in King IV™ by the term “governing body committee”. For the purpose of this Handbook the term “board committee” has been used. It can, therefore, be assumed that any reference that is made to “board committee” also refers to a “governing body committee”, as defined by King IV™.
<i>Certification committee</i>	The IoDSA Certification Committee is a board committee that derives its mandate from the IoDSA Board and reports into the IoDSA Board.
<i>Code</i>	Means the IoDSA Member Code of Professional Conduct, as amended from time to time.
<i>CPD</i>	Means Continuous Professional Development
<i>Director</i>	IoDSA defines a director as a person who is duly appointed to and is a voting member of, a governing body, either in an executive or non-executive capacity.
<i>Director Competency Framework™</i>	Means the IoDSA Director Competency Framework that contains all competencies a professional and competent director should portray.
<i>Disciplinary Regulations</i>	Means the IoDSA Member Disciplinary Regulations, as amended from time to time.
<i>Examination policy</i>	Means the IoDSA Examination policy that contains all relevant arrangements around the Certified Director and Chartered Director SA examinations
<i>Executive Manager</i>	Means a manager at executive level who is not a voting member on a Functioning Board but who attends board/board committee meetings as an invitee and/or who prepares and presents reports to a Functioning Board and/or its committees
<i>Functioning Board</i>	Functioning board means a formally constituted governing body that exercises independent oversight, meets regularly, maintains proper records of decisions, and ensures effective reporting to shareholders or equivalent.
<i>IoDSA</i>	The Institute of Directors in South Africa NPC (IoDSA) is a professional body recognised by the South African Qualifications Authority (SAQA) and a non-profit company (NPC) that exists to promote corporate governance and to maintain and enhance the credibility of directorship as a profession (SAQA ID: 836).

<i>Member Code of Professional Conduct</i>	Means the IoDSA Member Code of Professional Conduct, as amended from time to time.
<i>Member Regulations</i>	Means the IoDSA Member Regulations, as amended from time to time.
<i>National Learner Record Database (NLRD)</i>	The NLRD, which has been in operation since November 1999, is the electronic management information system that facilitates the management of the NQF and enables SAQA to report accurately on most aspects of the education and training system of South Africa. More information about the NLRD can be found at http://www.saqa.org.za/docs/webcontent/2012/nqf-nlrd.html.
<i>South African Qualifications Authority (SAQA)</i>	The South African Qualifications Authority (SAQA) is a juristic person that recognises professional bodies and is mandated by the National Qualifications Framework (NQF) Act. More information about the SAQA can be found at http://www.saqa.org.za/docs/webcontent/2014/about.htm.

ACRONYMS

Cert Dir	Certified Director®
CPD	Continuing Professional Development
IoDSA	Institute of Directors in South Africa
NLRD	National Learner Record Database
NPC	Non-Profit Company
NQF	National Qualifications Framework
SAQA	South African Qualifications Authority

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Certified Director® or Cert Dir®	Certified Director® and Cert Dir® are trademarks owned by the IoDSA. All rights reserved.
Director Competency Framework™	The framework is trademarked by the IoDSA and cannot be used outside of this context without prior written permission.
King IV™	King IV™ Report on Corporate Governance for South Africa 2016. IoDSA owns all copyright and titles in King IV in its entirety, inclusive of all parts, sections, chapters and supplements that make up the King IV™ report

1. Introduction

The Certified Director® Handbook is aimed at providing a comprehensive guide and overview of all the processes relating to the Certified Director® designation. The Handbook is reviewed annually and updated if necessary. It is the reader's responsibility to ensure that the latest version of the handbook is consulted and utilised at all times. The content of the Handbook is presented in relation to the Certified Director® processes and includes:

- **An overview of the IoDSA**
As a Certified Director® you need to be a member of the IoDSA. Understanding the role of the organisation and how the different structures relate to the Certified Director processes is, therefore, key to understanding why membership is so important. More information about how to become a member can be accessed on the website at <https://www.iodsa.co.za/page/why-join>
- **An overview of the Cert Dir® designation**
The benefits and purpose of the professional designation, as well as how it is governed in terms of the structures, the Code of Conduct, the assessment process and the maintenance of the status provide the individual with a broader understanding of how to participate, as well as how to comply with the CPD requirements.
- **The Certified Director® Application and Assessment Process**
this speaks to the entry criteria, assessment and approvals required in order to gain the designation. Guidance and support are given in the form of guidelines – some of which can be found on the IoDSA website. This Handbook also makes reference to the appeal processes related to each of the assessment activities.
- **Certified Director® Designation Retention Criteria**
This details the criteria used to monitor the ongoing maintenance of the Cert Dir® and includes information on continuing professional development (CPD) requirements.
- **The IoDSA Disciplinary Process**
Certified Director applicants and designees need to familiarise themselves with the consequences of non-compliance.
- **Understanding the Revocation Process**
This section provides detail on the reasons why a Certified Director® designation could be revoked.

Where relevant, templates such as those necessary to assist and complete the process, are provided. These documents can be found in an editable form on the website at <https://www.iodsa.co.za/page/documents-cert-dir>.

2. About the Institute of Directors in South Africa (IoDSA)

Established in 1960 as a branch of the Institute of Directors in London, the Institute of Directors South Africa (IoDSA) has, over the years, grown to the independent, sizeable professional body it is today.

Today the IoDSA is a non-profit company (NPC) with members and is the only professional body for directors that is recognised by the South African Qualifications Authority (SAQA) (ID422).

The IoDSA is also a promoter of corporate governance in South Africa, serving as convener and secretariat to the King Committee on Corporate Governance; and having ownership of the various internationally recognised King Codes/Reports.



The IoDSA strategic objectives are achieved through a number of activities including:

- **Promoting corporate governance practices and standards**
 - Development of the King Report (King IV)
 - The continuing development of practice notes, position papers and guidelines
- **Enabling and developing directors' skills**
 - Director development programmes and the Cert Dir® career pathway
 - Creating a platform for peer interaction and the exchange of learning and ideas through networking events
 - Advisory services and the facilitation of board appraisals
 - Assistance with the implementation, measurement and reporting on the application of King IV through an online platform
- **Safeguarding the integrity and status of directorship as a profession**
 - Recognition as a professional body for directors through South Africa Qualifications Authority (SAQA) and the Certified Director and Chartered Director SA® designation
- **Advocating and providing an effective voice for directors in public affairs**
 - Liaison with regulators and media
- **Providing ancillary benefits for members**
 - Non-executive director vacancy notifications
 - Negotiation of benefits from a variety of third parties

3. Overview of Certified Director® Designation

The designation is awarded to qualifying members who meet the entry criteria and have successfully completed the Certified Director® learning which consists of training and the online multiple-choice questions (MCQs) linked to the programme as well as the assessment pathway which is the final integrated examination. The entire programme is aligned with the knowledge components of the IoDSA's Director Competency Framework™.

3.1 Purpose

The Certified Director designation serves as a credible signal that an individual possesses the knowledge and insight required to fulfil the duties of directorship effectively.

Attaining the Certified Director designation offers a range of professional benefits that reflect the standards expected of modern directorship including:

- **Commitment**

Through voluntary participation in the rigorous assessments required for designation, individuals affirm their support for the professionalisation and credibility of directorship in South Africa
- **Compliance**

Individuals attaining the Certified Director (Cert Dir®) also signal their compliance with the requirements of the King IV Report on Corporate Governance™ in South Africa, 2016

- **Competence**
Successful completion of the training programme, including the associated multiple-choice questions (MCQs), and the examination, demonstrates a strong grasp of the knowledge that underpins a director's roles, responsibilities, and the principles of corporate governance.
- **Code**
Designees commit annually to upholding the IoDSA Code of Conduct, reinforcing their credibility and accountability. This formal adherence ensures alignment with ethical standards and enhances trust in their professional conduct
- **Continuing Professional Development (CPD)**
Meeting the annual CPD requirement contributes to designees remaining current, competent, and responsive to evolving governance challenges. This commitment to continuous improvement is a key requirement for maintaining the designation and upholding its professional credibility

3.2 Governance Structures

There are a number of structures involved in the oversight and management of all the processes related to the Cert Dir® designation.

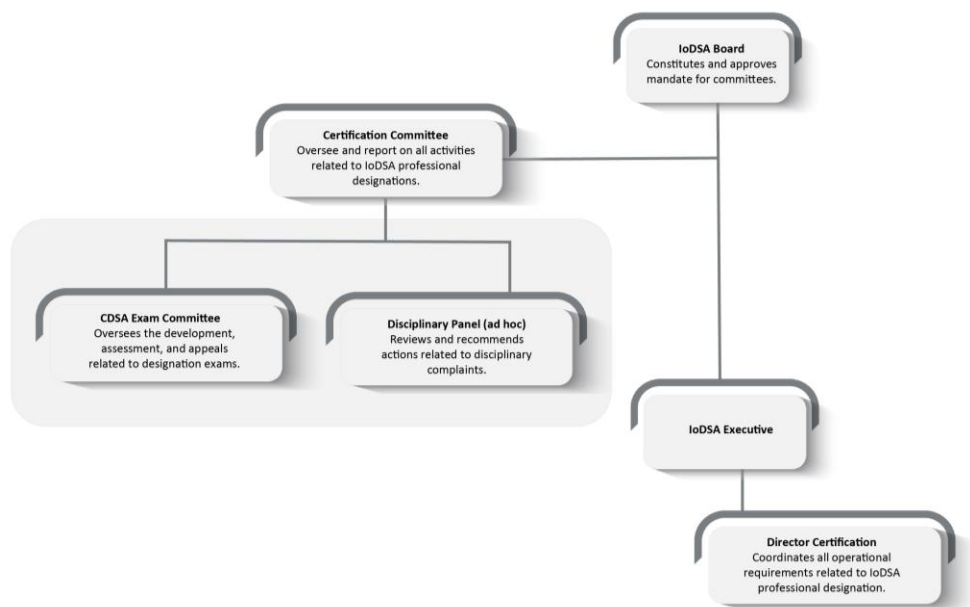


Figure 2: IoDSA Governance structures for designation purposes

3.2.1 IoDSA Board

The IoDSA Board constitutes and approves the mandate for the IoDSA Certification committee. This includes the approval of the qualifying criteria. Refer to www.iodsa.co.za for more information on IoDSA Board Members.

3.2.2 IoDSA Certification Committee

The responsibility of this committee is to provide oversight of all policies, processes and activities relating to the two professional designations offered by the IoDSA, namely the Certified Director designation and the Chartered Director SA® designation. The IoDSA Certification Committee is charged with the oversight role in relation to the awarding, revoking and maintenance of the professional designations.

3.2.3 Member Conduct and Discipline Committee

The Member Conduct and Disciplinary Committee is a Board Committee established to assist the Board in overseeing matters related to member conduct and member discipline.

3.2.4 Administration of the Certified Director processes

The IoDSA Certification department manages the delivery of the Cert Dir® Assessment, as well as the monitoring of continuing professional development (CPD).

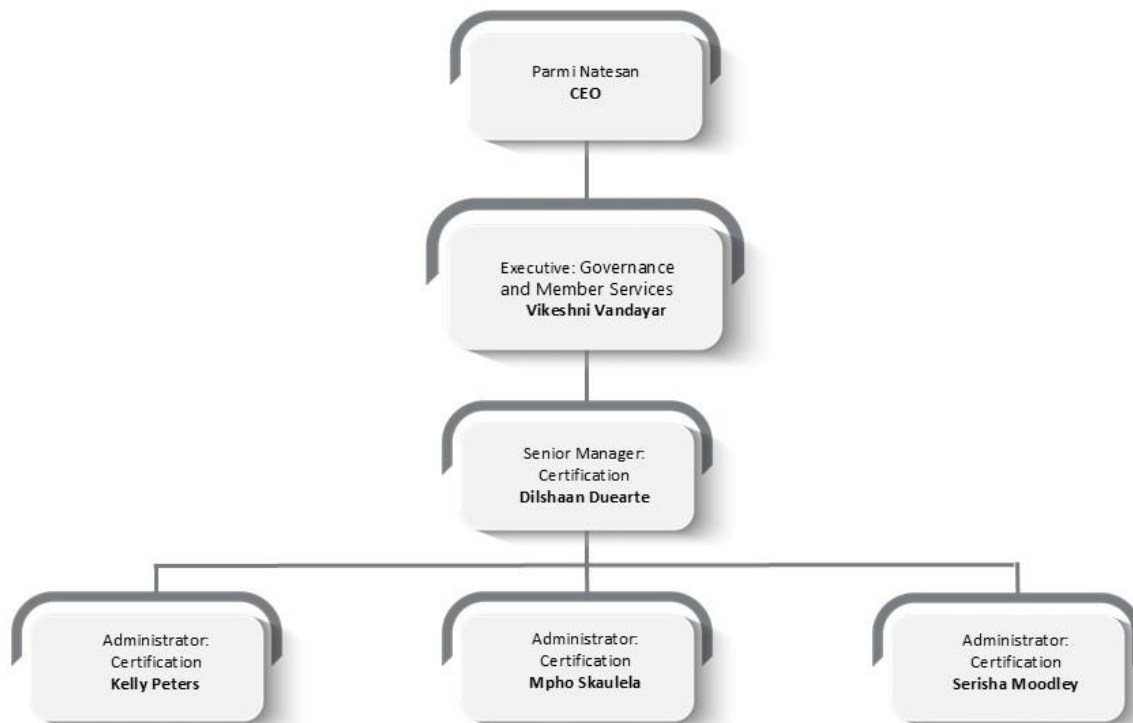


Figure 3. Organogram

3.3 Code of Conduct

All members of the IoDSA, regardless of membership type or designation, are bound to the IoDSA Code of Professional Conduct.

4. Certification Requirements

Entry Criteria (Until 15 Dec 2025)*

To be eligible for the Certified Director designation, an applicant must:

- **Be an IoDSA Member**

Note: Individuals currently holding Future Leader membership do not qualify

[Click here](#) to view more information on IoDSA membership or contact the team by emailing membership@iodsa.co.za

- **Hold a minimum of an NQF Level 6 SAQA-registered qualification** or be able to demonstrate at least 3 years' of appropriate directorship experience within the past 5 years
Applicants with foreign qualifications must provide a SAQA Certificate of Evaluation confirming the equivalent NQF level at the time of application
- **Demonstrate** at least 3 years' senior management job-leveiling experience or higher within the past 5 years
- **Maintain a record free of any past or present conduct that could bring the IoDSA or the designation into disrepute**
- **Complete the Certified Director Pathway Training Programmes**
For the purposes of writing the Cert Dir® Exam, individuals must complete the associated training programmes and provide evidence of completion through a [Letter of Completion](#). Each training module and exemption is valid for a period of 36 months from the date of attendance, after which it must be repeated before access to the exam can be granted. Available dates for associated programmes can be accessed on our [Training Calendar](#). Programmes can be booked from the IoDSA [website](#).
 - IoDSA Being a Director Programmes Part 1 to 4 and associated multiple choice questions
 - IoDSA Being a Director Part 5: Board Simulation Programme - ([*Exemptions may apply](#))
 - IoDSA Governance of Ethics Programme and associated multiple choice questions - ([*Exemptions may apply](#))
 - IoDSA Financial Insights for Non-Financial Directors Programme and associated multiple choice questions - ([*Exemptions may apply](#))

***Change in criteria (1 Jan 2026)**

In June 2025, the IoDSA Board approved changes to the entry criteria for the Certified Director designation to ensure it remains rigorous, credible and aligned with industry needs. The entry criteria outlined above form part of the transitional arrangements applicable for 2025 prior to the new criteria coming into effect.

To complete the certification process under the above transitional arrangements, individuals must:

- Write the Certified Director® exam in 2025
- If applicable, complete the final rewrite of the exam in 2026

Please note: If an individual fails the re-write or does not make use of the opportunity in 2026, they will need to meet the new entry criteria in order to be eligible to register again. All new applications received from 1 January 2026 onward will be assessed against the following updated entry criteria only:

- **Be an IoDSA Professional Member**
- **Hold a minimum of an NQF Level 6 SAQA-registered qualification** or be able to demonstrate 5 years directorship/executive management experience
Applicants with foreign qualifications must provide a SAQA Certificate of Evaluation confirming the equivalent NQF level at the time of application
- **Be or have been in the last 3 years** a director (executive or non-executive) on a Functioning Board or an executive manager associated with a functioning board.
- **Maintain a record free of any past or present conduct that could bring the IoDSA or the designation into disrepute**
- **Complete the Certified Director Pathway Training Programmes**
As outlined above

Application and Assessment Process

Once a candidate meets the entry criteria for the designation, they are able to apply and register for assessment. The application and assessment process of attaining a Certified Director designation is comprised of three phases.

- **Stage 1:** Application through which eligibility is evaluated
- **Stage 2:** Assessment by means of the Certified Director examination
- **Stage 3:** Approval of awarding of the designation by the IoDSA Certification Committee

Retention Criteria

Once the designation has been awarded, the candidate is required to maintain their status through continuing professional development (CPD) and other requirements.

Regulations and Policies

Prospective and current designees are required to adequately familiarise themselves with the content and provisions of the below listed documents, that are found on the website under the page

<https://www.iodsa.co.za/page/designations-regulations-policies>:

- IoDSA Member Regulations
- IoDSA Member Code of Professional Conduct
- IoDSA Member Disciplinary Regulations
- IoDSA Certification Policy
- IoDSA Certification Terms and Conditions
- IoDSA Certification Appeal Policy
- IoDSA Recognition of Prior Learning (RPL) Policy
- IoDSA Certification Examination Policy
- IoDSA Certification Continuous Professional Development (CPD) Policy

HOW TO BECOME A CERT DIR

A step closer to being a professional director



Once a candidate is certified they must maintain their designation through annual membership, ascribing to the code of conduct and maintaining and reporting **30 CPD hours a year**.

Figure 4: How to become a Certified Director

4.1 Duration

The time required to attain the Certified Director (Cert Dir®) designation varies depending on each applicant's entry pathway and individual progress. Please refer to the [Cert Dir Process and Fees Guide](#) for more information on the various timelines involved in IoDSA Membership registration, the Certified Director® Pathway Training Programmes as well as the Certified Director Application and Assessment Process to gain a broader understanding of the duration that can be expected.

4.2 Costs

Fees associated with the Certified Director Application and Assessment Process includes the following:

- **Application Fee:** R2550 incl. VAT (non-refundable)
Your application fee must be settled in full in order for your application to be evaluated. An invoice is automatically generated on application.
- **Examination Fee:** R6550 incl. VAT including one re-write opportunity
Once candidates have been approved as having met the entry criteria, registration links for upcoming examinations will be provided. Candidates must register for the exam and settle the full examination fee at least one week before the examination date in order to sit for the exam. An invoice is automatically generated on registration for the exam.

The above costs are limited to application and assessment fees only. Appeal fees and script analysis fees can be found later in this Handbook. An indication of IoDSA Membership Fees and Certified Director® Pathway Training Programmes can be found in the [Cert Dir Process and Fees Guide](#).

Prices are subject to change

4.3 Application and Assessment Process

The Certified Director Application and Assessment process comprises three stages.

Note: Reputational Risk is evaluated across all stages

- **Stage 1: Application**
During the application stage an individual's eligibility through supporting documents is evaluated. Click here for further information.
- **Stage 2: Assessment**
Write and pass the Certified Director examination. Exams are hosted in-person on set dates throughout the year at venues in Johannesburg, Durban and Cape Town. Registration links to upcoming exams are provided once an applicant is approved as having met the entry criteria.
- **Stage 3: Approval**
Based on the IoDSA Delegation of Authority, various IoDSA Governance Structures oversee and approve the awarding of designations. The Certified Director® designation is awarded by the Certification Committee, and outcomes are communicated after the quarterly Certification Committee sittings, approximately 8 – 10 weeks following examination dates.

Further information on each of these stages is unpacked in the following sections.

4.3.1 Stage 1: Submitting your online application

Eligibility against the Certified Director entry criteria is evaluated on application. Through the [online application form](#), candidates are required to provide the following:

- Highest Qualification (**Foreign qualifications require a SAQA Certificate of Evaluation**)
- Certified copy of ID
- Letter of Completion (issued by the training department. [Click here](#) to request your letter, if you have not already done so)
- Updated CV
- [MIE Consent Form](#)* (which must be filled in, signed, and uploaded with your registration, please do not fill in the first section “Company details”)
- [Candidate Declaration form](#) (which must be filled in, signed, and uploaded with your registration)

*Candidates residing outside of South Africa will be required to provide a police clearance certificate from their residential country.

HOW TO APPLY

Visit the page below further information including application deadlines and upcoming exam dates.

<https://www.iodsa.co.za/page/certified-director-application>

All applications and subsequent exam registrations need to be completed online no later than the closing date communicated on the online registration page. No late registrations will be considered.

4.3.2 Stage 2: Writing the Certified Director Exam

Once candidates have been approved as having met the entry criteria, registration links for upcoming Certified Director exams will be provided.

The Certified Director exam is a 3-hour closed book **exam** with an overall pass mark of 50% and a subminimum of 40% per case study question. The examination is written on set dates during the year at our Johannesburg, Cape Town and Durban regions.

To support you in preparing for the exam, an [Examination Briefing Document](#) as well as mock paper will be provided to you before the examination. As an additional preparation, exam preparation workshops are also hosted prior to the examination.

Special needs requests

You are able to apply for assistance during the assessment, but only for medical reasons or if you are a person with an impairment. Typical requests include:

- An oral exam when the candidate is not able to write/type the exam
- A transcriber when the candidate is not able to write/type the exam. The transcriber will be appointed by the IoDSA and the expense will be for the account of the candidate.
- Longer time allocation where the candidate is diagnosed with a relevant learning impairment.

The application for assistance must be submitted at least 2 weeks before the examination. However, approval is at the discretion of the IoDSA Certification Manager.

Requests should be directed in writing to certification@iodsa.co.za and accompanied by a signed letter from a registered medical practitioner verifying your condition and outlining the type of support required during the assessment. Support may not be requested on the day of the Assessment and is not a substitute for inadequate preparation.

Cancellations

If for some reason, you are unable to write on the date you registered against, please notify Director Certification in writing at least 5 working days before the assessment. Terms and conditions apply.

IoDSA reserves the right to cancel an exam if there are not enough candidates registered to host the exam cost-effectively. Candidates will be notified 5 working days before the exam if the particular exam is cancelled, whereupon the candidate may decide to defer the exam to the next date.

Please refer to the [Examination Policy](#) to view the policies and procedures governing the Certified Director exam.

4.3.3 Stage 3: Approval and Communication of Outcomes

Once the examination is assessed, the results are approved by the IoDSA Executive. The Certification Committee is presented with the successful candidates for certification consideration. Outcomes are communicated to the individual candidates via email by the IoDSA Certification department after the quarterly Certification Committee sittings, approximately 8 – 10 weeks following your examination.

Please note:

- The outcome of the exam is either a pass (50% or more overall and a higher than 40% subminimum on each case study question), or a fail (less than 50% overall and/or less than 40% subminimum on each case study question)
- Marked scripts and exam papers are not made available to candidates but high-level feedback in the form of a script analysis may be requested at a fee of R603.75 incl. VAT
- Candidates are able to appeal the outcome of the assessment. Please refer to the [Appeal Policy](#) for further information.
- A candidate that does not pass the assessment is able to rewrite the assessment **once** in an 18-month cycle at no additional cost. However, should a candidate wish to rewrite the assessment a third time, then this will be at an additional cost. A candidate that has failed 3 assessments within an 18-month cycle must re-complete the Certified Director Pathway Training Programmes again before being able to register for the exam again.

5. Certification

On award of the designation, candidates:

- have their name listed on the National Register on the IoDSA website;
- are issued with a Certified Director® lapel pin;
- have their details uploaded to the National Learner Record Database, as required by SAQA;
- are able to insert the PrivySeal® into their email signature and on their websites;
- are able to use the post-nominal Cert Dir® on their business cards and in their email signature and other correspondence

5.1 Use of Certified Director® post-nominal

The certificate confers the candidate the right to append the letters “Certified Director®” or “Cert Dir®” after his or her name subject to the maintenance of the Certified Director® status requirements. Letters and trademarks be used correctly.

It is, however, important to note that should the Certified Director® status be revoked, you are no longer licensed to use it and it must be removed from all documents and business collateral with immediate effect.

Business Cards

The post-nominal is used after the name on the business card. If you have more than one post-nominal, it is displayed next to each other, separated by a comma.



Figure 4: Example of how to use the post-nominal on a business card

Email Signature

The post-nominal is used directly after the name on the email signature:



Figure 5: Example of how to use the post-nominal in an email signature

5.2 PrivySeal®

The IoDSA encourages all Certified Director's to register with PrivySeal® and use their PrivySeal® in all their email and online profiles as it increases clients' awareness around the professional designations the member holds and to provide real-time confirmation of a member's standing with the Institute



By using your PrivySeal in your communications, you make your key designations and ongoing compliance highly visible. The PrivySeal also removes any possible doubt as to your professional competence and assures those who deal with you that you can be trusted.

PrivySeals and linked Verification Certificates:

- are always genuine, current and accessible, unlike paper-based certifications;
- provide constantly updated information;
- allow you to showcase your expertise and compliance; and

- protect the public by distinguishing between real and bogus Certified Directors and compliant and non-compliant Certified Directors.

6. Maintenance of designation status

In order to maintain the Cert Dir® status, designees must retain their designation. Designees must:

- Annually renew membership of the IoDSA
- Subscribe to the IoDSA Code of Professional Conduct
- Earn and report a minimum of 30 CPD points per annum (Refer to [IoDSA CPD policy](#))

6.1 Continuing Professional Development

Continuing Professional Development (CPD) can be described as the systematic maintenance, improvement and broadening of knowledge, experience and skills, and the development of personal qualities required in the execution of professional duties through a career.

It is important for an IoDSA designee to participate in ongoing development to ensure not only that their competence, as contained in the [Director Competency Framework™](#) and as embodied by their professional designation, is current, but also to enhance their current practices as a director and to learn new skills. Please refer to the [IoDSA CPD Policy](#) for requirements on maintaining your CPDs in order to retain your designation.

6.2 How do I keep track of my CPD?

As IoDSA members, Certified Directors® are able to track their CPD activities through their profile on the IoDSA website. The awarding of CPD hours occurs either automatically or when a Cert Dir® uploads proof of involvement in CPD activities. The latter is known as self-administered CPD record keeping.

This reporting system allows you to monitor your CPD as well as to keep your CPD records up to date.

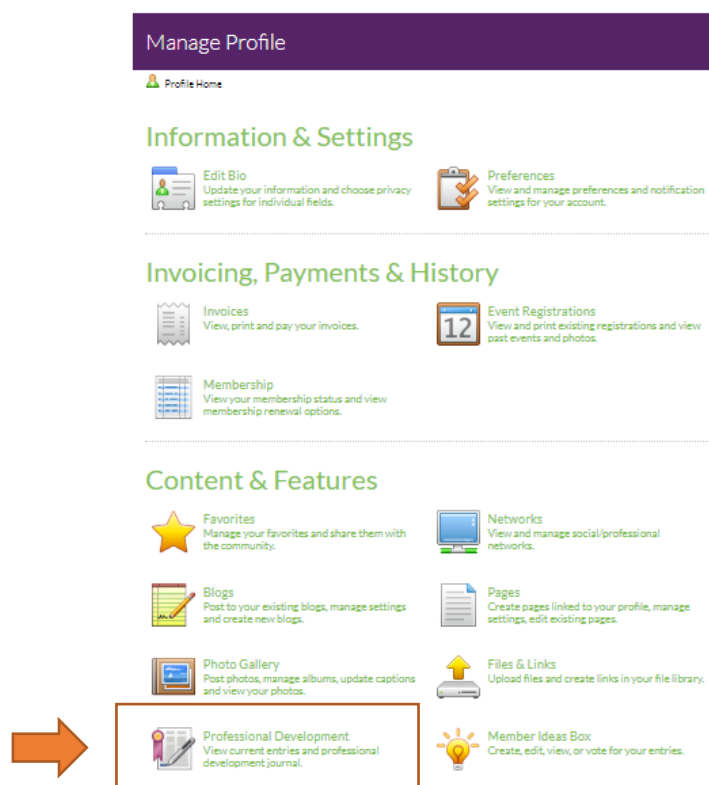
6.3 Which CPD activities are automatically uploaded on the member's profile?

The IoDSA offers CPD activities throughout the year. Events, training, participation in IoDSA managed committees, as well as training offered by IoDSA typically would carry CPD hours and therefore will be automatically uploaded onto the profile of a Cert Dir® designee.

6.4 How do I upload proof of my CPD activities on my IoDSA member record?

In order to upload proof of your CPD activities, you will need to:

- Log onto your profile on the IoDSA website
- Click on **“Manage Profile”**
- You will land on the following page:



- Scroll down to “Content & Features”. You will see the heading “Professional Development”.
- Click on  **Add Entry** to start recording your CPD activity.

6 Revocation

IoDSA designations may be revoked by the IoDSA Certification Committee based on administrative reasons or due to member misconduct under the IoDSA Code of Professional Conduct.

7.1 Revocation based on administrative reasons

An IoDSA designation will be revoked if:

- Membership fees are not paid annually as per required;
- The designee resigns his/her membership to the IoDSA;
- The designee fails to sign or adhere to the IoDSA Code of Professional Conduct or any other relevant requirements as determined from time to time; or
- The designee fails to comply with the criteria for Continuing Professional Development (CPD)

7.2 Revocation based on Member Misconduct

When a Cert Dir® member is found guilty by the IoDSA Disciplinary Panel against any of the provisions contained in the Code of Professional Conduct, the sanction to the member could include the revocation of the designation. (Refer to the [IoDSA Code of Professional Conduct](#) as well as the [IoDSA Disciplinary Regulations](#))

On revocation, the name of the individual will be removed from the Cert Dir® register and you will be requested to remove any references to Certified Director® or Cert.Dir® from any/all documents, collateral or

electronic pages including social media, with immediate effect. The certificate remains the property of the IoDSA and is returnable on the cession of membership or termination of the Cert Dir® status.

8. Reinstatement

The Certification Committee may approve the reinstatement of designations. An individual who has cancelled his/her professional membership with the IoDSA or has had the designation revoked based on administrative reasons, may request reinstatement of his/her professional membership at any time during a period of 3 years following the date of such cancellation, provided that the individual complies in full with current entrance requirements and any other requirements listed below. A predetermined reinstatement fee of R4 200 excl VAT will apply which is payable at application for reinstatement.

If reinstatement is requested after more than 3 years have elapsed, the applicant is expected to apply for the designation as if for the first time and all assessment phases will be applicable.

9. Disciplinary process

Where the IoDSA becomes aware of published allegations or reports of possible misconduct on the part of a designee (irrespective of the medium or form), and where the process in section 2 of the IoDSA Disciplinary Regulations has not yet commenced, or has commenced but has not yet been concluded, the IoDSA Chief Executive Officer may make a preliminary inquiry in his/her discretion as to the nature and extent of the allegations or reports to determine whether the publication of such allegations or reports reasonably poses a potential risk to the IoDSA's reputation or business interests and if so apply the precautionary suspension procedures as contained in the IoDSA disciplinary regulations.

Where a designee is suspended accordingly, the person's membership and/or designation may be suspended.

Refer to the [IoDSA Disciplinary Regulations](#) for detail.

10. Annexures

10.1 Annexure A1: SAQA ID 836 – IoDSA as SAQA recognised Professional Body

	CERTIFICATE OF RECOGNITION: PROFESSIONAL BODY
This is to certify that SAQA has renewed the recognition of the	
Institute of Directors in South Africa (IoDSA)	
as a Professional Body and has registered the following professional designations in terms of Section 13(1)(i)(ii) of the <i>National Qualifications Framework Act, 2008 (Act No. 67 of 2008):</i>	
Chartered Director SA (CD(SA)) Certified Director (Cert.Dir)	
10 May 2022 Recognition Start Date	9 May 2027 Recognition End Date
 Chief Executive Officer	
PB 0000142	PB0000142

10.2 Annexure A2: Certified Director pathway programmes

Part 1: Training and MCQs - Outline of the Director Development programmes

Programme	Overview	Key Focus Area	Duration
Being a Director Part 1: An introduction to Corporate Governance	This programme is designed to unleash your capacity for corporate governance, laying the groundwork for comprehending principles, ethics, and essential roles in governance. Embarking on the path to achieve your Certified Director designation? This programme is the first step in your journey. It offers a strategic foundation replete with practical insights into the history of the King code and the influential role of governance in our nation. Serving as the adhesive, it binds together crucial elements vital to transforming directorship into a professional career during your learning journey.	• The Origins of Corporate Governance and its Definitions and Implications. • The Business Case for Corporate Governance. • Regulatory Framework for Corporate Governance. • Shareholders, Boards and Directors. • Other Key Governance Positions.	6 hours (09h00-15h00)
Being a Director Part 2: The governing body's role in ethics, strategy & performance and integrated reporting	This programme will equip you to thrive in ethics, strategy, and integrated reporting, nurturing corporate citizenship and sustainable development. Throughout the course, you will acquaint yourself with the "Golden Rule," also known as Ubuntu, and understand its relevance not only in personal lives but also in the context of corporate governance.	Ethics • Integrated thinking and Ubuntu. • Stakeholder-inclusivity (as opposed to shareholder primacy). • Corporate Citizenship and Corporate Social Responsibility. • Sustainability and how it is different from ESG. • What the King IV principles relating to ethics are. Strategy • What strategy is and how it is different from planning or tactics. • The link between strategy and sustainability.	6 hours (09h00-15h00)

Programme	Overview	Key Focus Area	Duration
		• The governing body's role in strategy formulation and oversight of its execution and implementation. • The link between strategy and the reward system. • The King IV remuneration principle and overview of key practices. Integrated Reporting • Developments in the corporate reporting landscape. • Concepts of Integrated Reporting.	
Being a Director Part 3: The governing body's role in risk, compliance, technology & information and assurance	This programme will aid you in comprehending your crucial role and responsibilities as an aspiring or novice director in risk, compliance, technology & information, and assurance, instilling confidence in your capabilities. The skills and insights acquired through this program will empower you to actively contribute to boardroom discussions in these specific focus areas.	Risk • What risk is. • The board's role and King IV on risk. • Key risk issues the board should focus on. • Understanding the typical process followed by risk managers. Compliance • How the compliance system fits into the risk process. • The Board's role in compliance governance. Technology and Information • The overarching terminology and principles on Technology and Information. Assurance • What assurance is and who provides it. • How the board should use assurance for oversight.	6 hours (09h00-15h00)

Programme	Overview	Key Focus Area	Duration
Being a Director Part 4: Increasing governing body effectiveness and adding value	This program offers essential insights into the optimal functioning of governing bodies, specifically designed for those aspiring to join or newly appointed to such roles. Participants will gain knowledge about the various tools and processes relevant to a Non-Executive Director's (NED) governance responsibilities, along with an exploration of different stages in governance structures. Additionally, the program delves into topics such as succession planning at the governance body level, director characteristics, and more.	• Enhancing governing body effectiveness. • Structuring the composition of governing bodies. • Managing remuneration for members of governing bodies. • Streamlining meeting procedures. • Optimising committees within the governing body. • Conducting thorough evaluations of the governing body. • Effectively delegating tasks to management.	6 hours (09h00-15h00)
Being a Director Part 5: Boardroom theory into practice (Possible exemption)	This programme entails a boardroom simulation designed for individuals aspiring to become directors or those recently appointed. It aims to equip participants for board meetings and challenges commonly faced in the boardroom. Before the programme commences, participants will receive a board pack that they are required to review. During the programme, they will engage in discussions about this board pack with their chairperson. This presents a valuable opportunity to apply the skills and knowledge acquired during the "Being a Director" series (Part 1 to Part 4) in a practical, real-life boardroom scenario. The program is highly insightful and holds a position as one of the favourites among participants.	• The governance role of the governing body • Composition of the governing body: Nomination, induction, fees and removal • Delegation to committees of the governing body • Meeting procedures and behaviours • Evaluation of the performance of the governing body • Delegation to management • Succession planning	5 hours (09h00-14h00)

Programme	Overview	Key Focus Area	Duration
	Prerequisite: Attendance of Being a Director Part 1 to Part 4		
Governance of Ethics (In collaboration with The Ethics Institute) (Possible exemption)	This programme is aimed at equipping aspiring and new directors with the knowledge on the importance of good governance. A company's ethics strategy will be discussed, as well as a focus on implementing ethical standards.	• Introduction to Ethics and Corporate Governance • Ethics of Governance • Governance of Ethics	4 hours (09h00-13h00)
Financial Insights for Non-Financial Directors (Possible exemption)	This one-day programme is designed to assist directors that do not have a financial background to get a well-grounded understanding of the financial concepts that underpin the preparation and presentation of financial statements. The programme specifically focuses on analysing and interpreting the financial information presented to directors, and the financial statements in particular, in order to assess the company's financial position, performance and cash flow. This programme is not designed for	• Your responsibility as a director with regard to the financial statements • The conceptual framework: * Objectives * Assumptions * Characteristics • Elements of financial statements • Understanding the various components of financial statements, namely the income statement, balance sheet, cash flow statement, accounting policy and other notes • The requirements of certain accounting standards that directors should be aware of • Ratio analysis - to relate the various components of the financial statements with each other • Interpretation of financial ratios through a case study	6 hours (09h00-15h00)

Programme	Overview	Key Focus Area	Duration
	delegates with in-depth financial qualifications or experience.		
Online Multiple Choice Questions (MCQ's)	Online MCQ's for the following modules will be available for completion: • Module 1: Being a Director Part 1 • Module 2: Being a Director Part 2 • Module 3: Being a Director Part 3 • Module 4: Being a Director Part 4 • Module 5: Governance of Ethics* • Module 6: Financial insights for non-financial directors* These modules will assess your knowledge gained through the training programmes attended and the related reading material.	<u>More details:</u> The MCQ's are completed online, once the module has been paid for the delegate will receive their login details to complete the MCQ's via the online portal. MCQ's can be accessed through the internet, at any time, from any location. • Each module has ± 20 MCQs to be completed. • A pass rate of 70% is required in order to obtain your certificate of completion for each module. • A certificate of completion is issued immediately when you achieve 70%.	Estimated at 30 min per module