

# 03

## ORGANISATIONAL OVERVIEW

ELEVATION OF OUR STRATEGIC OBJECTIVES TO MAKE A MEANINGFUL IMPACT ON THE SOUTH AFRICAN ECONOMY AND SOCIETY LEVERAGING OFF GROWTH IN OUR MEMBERSHIP



**Delighted members and stakeholders**

### HIGHLIGHTS

Stakeholder satisfaction 90%.

Unprompted brand awareness 41%.

Most admired business brand 71%.



**Nation-building**

### HIGHLIGHTS

82% Eligible members convert to members.

49% Eligible members are African and coloured.

Recognition of the Thuthuka model as a blueprint for skills development and transformation of the profession.



**Long-term financial sustainability of SAICA**

### HIGHLIGHTS

SAICA Group surplus R14 million.

R2,4 million voluntary contributions by members towards nation-building initiatives.



**Enhance internal operating efficiencies**

### HIGHLIGHTS

Increased focus on effective project management.

Sustainable increase in business process maturity.



**Culture of excellence and innovation**

### HIGHLIGHTS

Sustainable enhancement of performance management in governance policies and principles.

Continued focus on principles of integrated thinking.

# ORGANISATIONAL OVERVIEW

## WHO WE ARE

SAICA was constituted and operates in terms of its constitution (Refer <https://www.saica.co.za/Technical/Ethics/ConstitutionandBylaws/tabid/2976/language/en-ZA/Default.aspx>), the main object of which is to promote the interests of the members of the institute and support the development of the South African economy and society.

SAICA operates as a voluntary association not-for-gain and is registered in terms of the Non-profit Organisations Act 71 of 1997. In meeting this objective, our long-term value creation is aligned to public interest and the development of responsible leadership.

In terms of the Chartered Accountants Designation (Private) Act 67 of 1993, chartered accountants may offer a professional service to the public on condition that they are members of SAICA.

In return, chartered accountants need to operate in accordance with a strict code of professional conduct. (Refer <https://www.saica.co.za/TechnicalInformation/Discipline/CodeofProfessionalConduct/tabid/701/language/en-ZA/Default.aspx>)

## VISION

TO DEVELOP RESPONSIBLE LEADERS.

## MISSION

TO PROMOTE AND LEAD THE ACCOUNTANCY PROFESSION SO AS TO CREATE SUSTAINABLE VALUE FOR ITS MEMBERS AND OTHER STAKEHOLDERS.

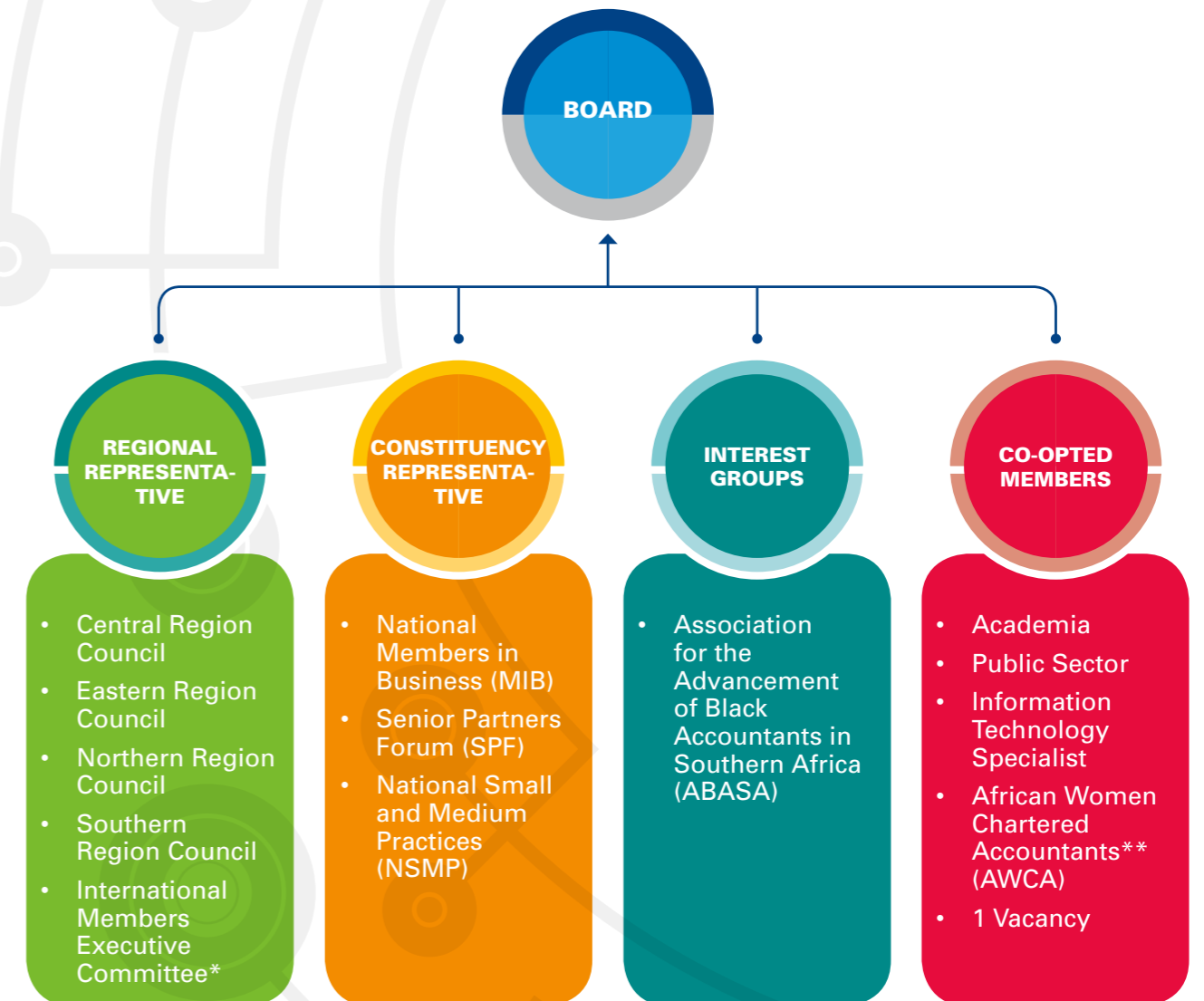
## VALUES

- WE SERVE OUR MEMBERS
- WE LEAD BY EXAMPLE
- WE WORK AS A TEAM
- WE RESPECT THE INDIVIDUAL
- WE TAKE ACCOUNTABILITY
- WE STRIVE FOR QUALITY IN ALL THAT WE DO, AND
- ABOVE ALL, WE ACT WITH INTEGRITY

## HOW WE ARE GOVERNED

SAICA's Board is elected and appointed in terms of the SAICA constitution and operates in terms of its by-laws and board charter. The Board is representative of our membership base and is committed to implementing the principles of the King Code of Governance. Members are appointed to SAICA's Board via their elected seat on

regional councils and constituency committees. Members outside South Africa are represented on the SAICA Board through international regional structures in America, the UK and Ireland, Australia, and Europe and Asia. (Refer to Governance Section)



\*Representative of members outside South Africa.

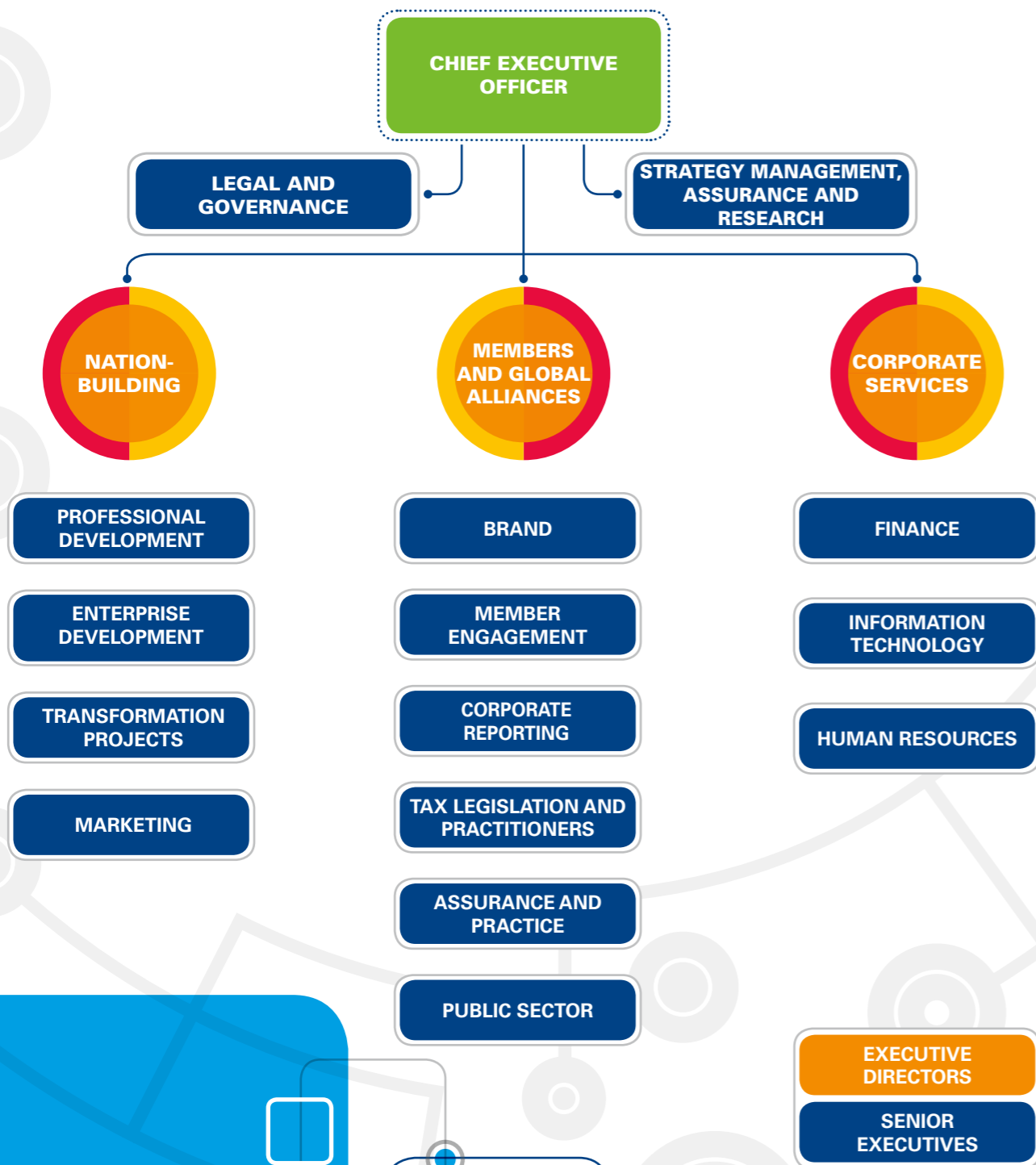
(Refer [www.saica.co.za](http://www.saica.co.za))

(Refer [www.abasa.org.za](http://www.abasa.org.za))

(\*\*Refer [www.awca.co.za](http://www.awca.co.za))

# ORGANISATIONAL OVERVIEW

## SAICA ORGANOGRAM



## HOW WE OPERATE

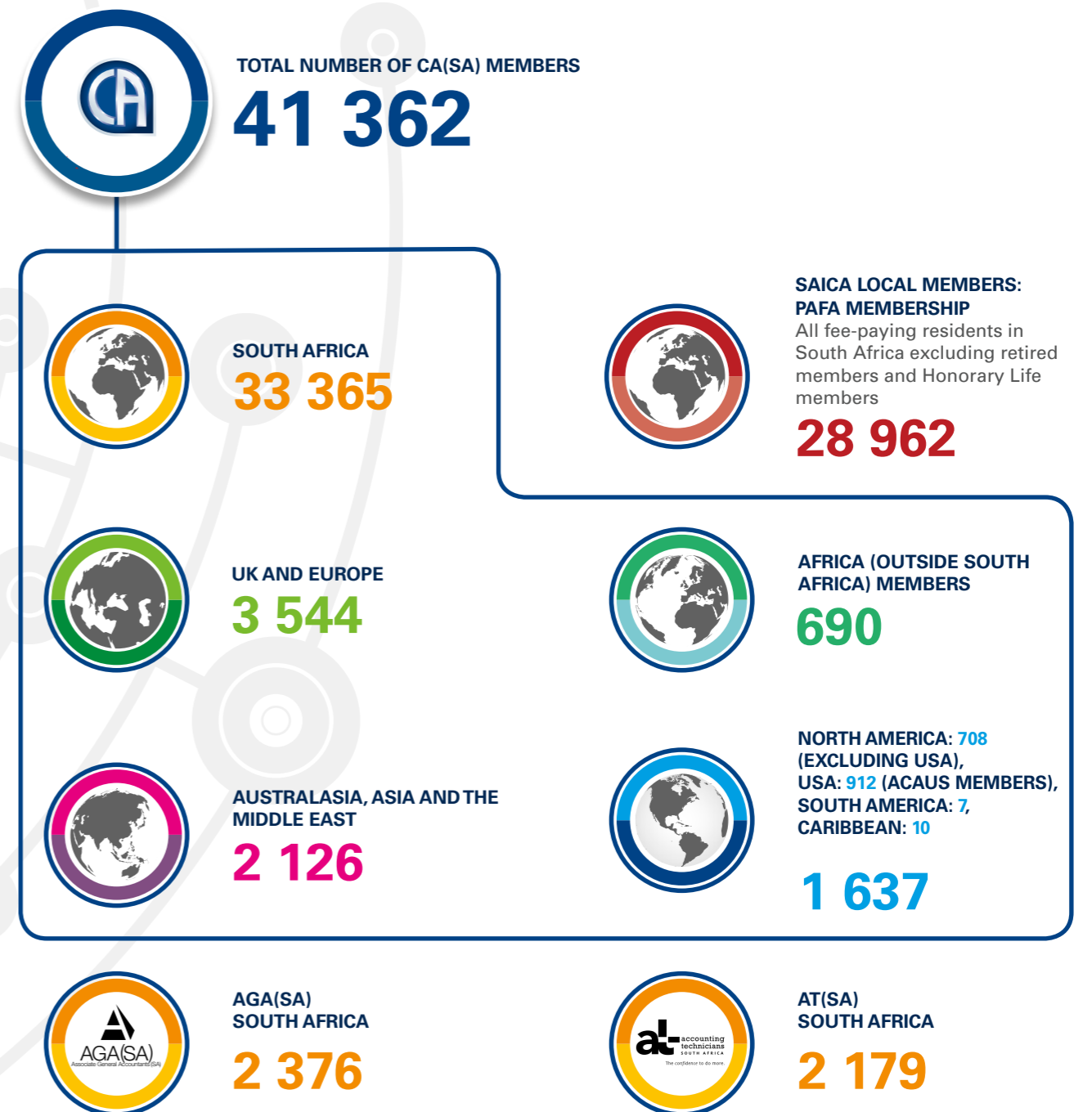
SAICA has offices across South Africa in Bloemfontein, Cape Town, and Durban and has its head office in Johannesburg.

SAICA has 199 staff and leverages off its members through their active participation on committee structures and acting in the best interest of the public.

SAICA's primary sources of revenue are membership fees, fees from seminars and events, and donor funding. In excess of 200 CPD opportunities were offered during 2016.

Revenue received from these was used for the effective delivery of these seminars and events.

## MEMBERS AND ASSOCIATES AS AT 31 DECEMBER 2016



# ORGANISATIONAL OVERVIEW

## STRATEGIC OBJECTIVES

SAICA's strategic objectives continue to be aligned to its constitutional purpose, vision and mission. SAICA constantly reviews the robustness of its strategy in an integrated manner, taking into consideration the external environment, risks and opportunities, stakeholder issues and the availability of all the capitals. This resulted in an elevation and refinement of the strategic objectives listed below during 2016 and the Board's approval thereof. *(Refer to Future Outlook Section)*

The main reason for this elevation is to demonstrate a commitment to ensuring that the profession continues to make a greater, more holistic and impactful contribution to society and South Africa's economy.



Enhancing the value of the profession through participation, influence and contribution of our members



National footprint by a transformed profession through various initiatives in all sectors of the economy and across society so as to eliminate poverty and reduce inequality



A responsive funding model for the efficient application of organisational capitals to achieve the business mission on a sustainable basis



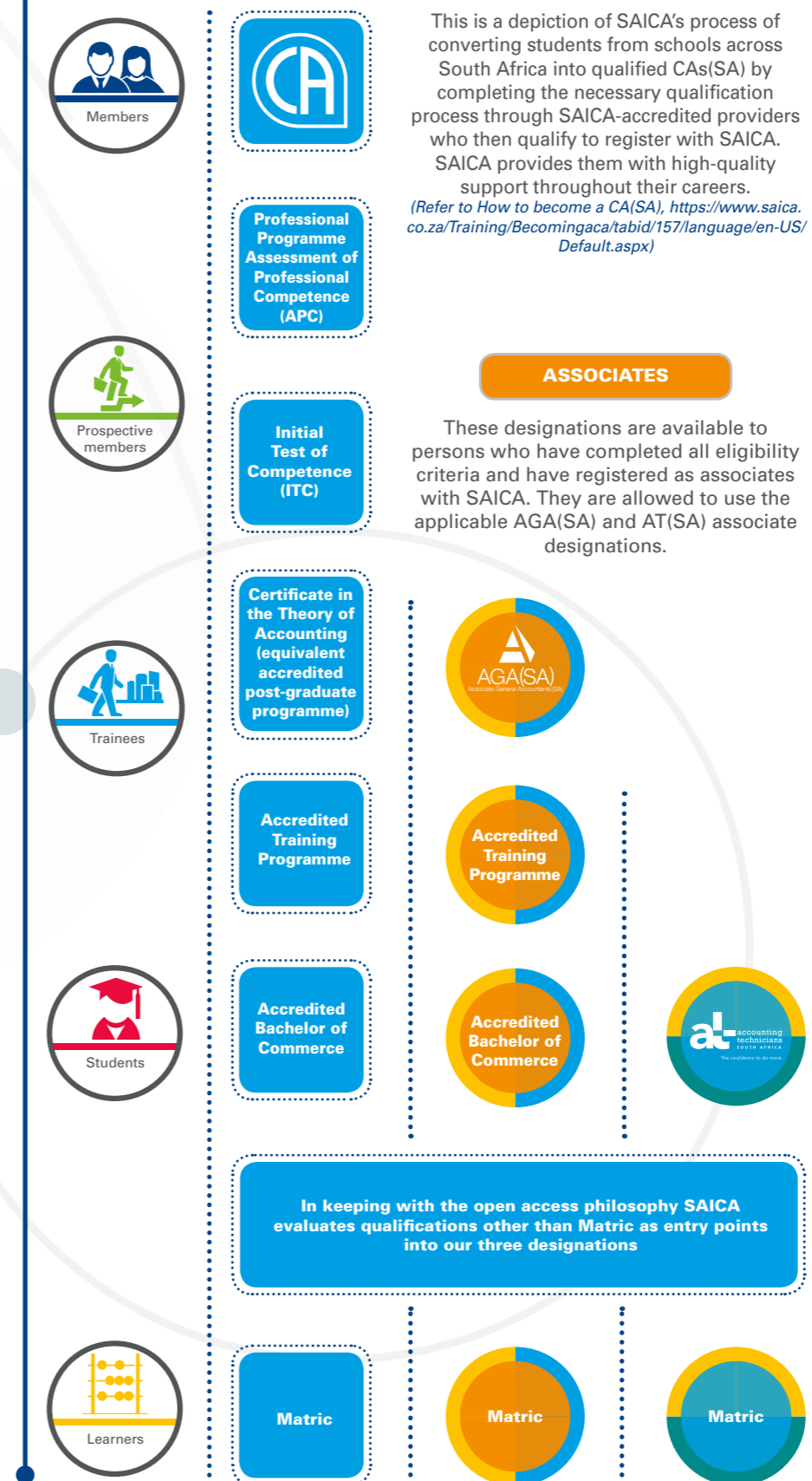
Integrated thinking supported by credible data and leading-edge technology



Highly competent people with emotional intelligence who develop intellectual capital through collaboration and custodianship of excellence in thought leadership in the profession



### QUALIFICATION PIPELINE



We foster integrity, sound governance and good citizenship at an individual and corporate level

We provide support and learning to enable members to remain relevant and create value for their employees, clients and society

We uphold standards and quality of the qualification process through education and training programmes which are subject to rigorous accreditation and monitoring and we have two levels of qualifying examinations (ITC and APC)

We establish a high standard of student and trainee competency by regularly reviewing and maintaining the academic curriculum, ensuring that it meets the expectations of the accountancy profession

We provide support services to students and trainees enrolled with accredited education and training providers

We provide financial and academic support to previously disadvantaged students through the Thuthuka Bursary Fund and the Thuthuka Education Upliftment Fund

We recruit top-performing learners at schools across South Africa to enter a learning path with accredited training providers in order to become members and associates of SAICA

# ORGANISATIONAL OVERVIEW

## MEMBERSHIP DEMOGRAPHICS

The Thuthuka initiatives address the issues of transformation from secondary school level through to qualification as a CA(SA).

This holistic approach has created a platform of support and partnerships between government, the profession, commerce and industry, and academia.

The impact of the Thuthuka initiatives can be seen in the growth in SAICA membership in line with transformational objectives since 2002.

In 2002 the SAICA membership base comprised only 322 African and 222 coloured CAs(SA). In 2016, these numbers have grown significantly to 4 497 and 1 471 respectively.

2002	AFRICAN	COLOURED	INDIAN	WHITE	OTHER	TOTAL
	322	222	1 031	19 285	43	20 903
	1.5%	1.0%	4.9%	92.3%	0.3%	100%

AFRICAN	COLOURED	INDIAN	WHITE	OTHER	TOTAL
2 218	723	2 607	21 039	154	26 741
5.4%	1.7%	6.3%	50.9%	0.4%	64.7%

AFRICAN	COLOURED	INDIAN	WHITE	OTHER	TOTAL
2 279	748	2 010	9 471	113	14 621
5.5%	1.8%	4.9%	22.9%	0.2%	35.3%

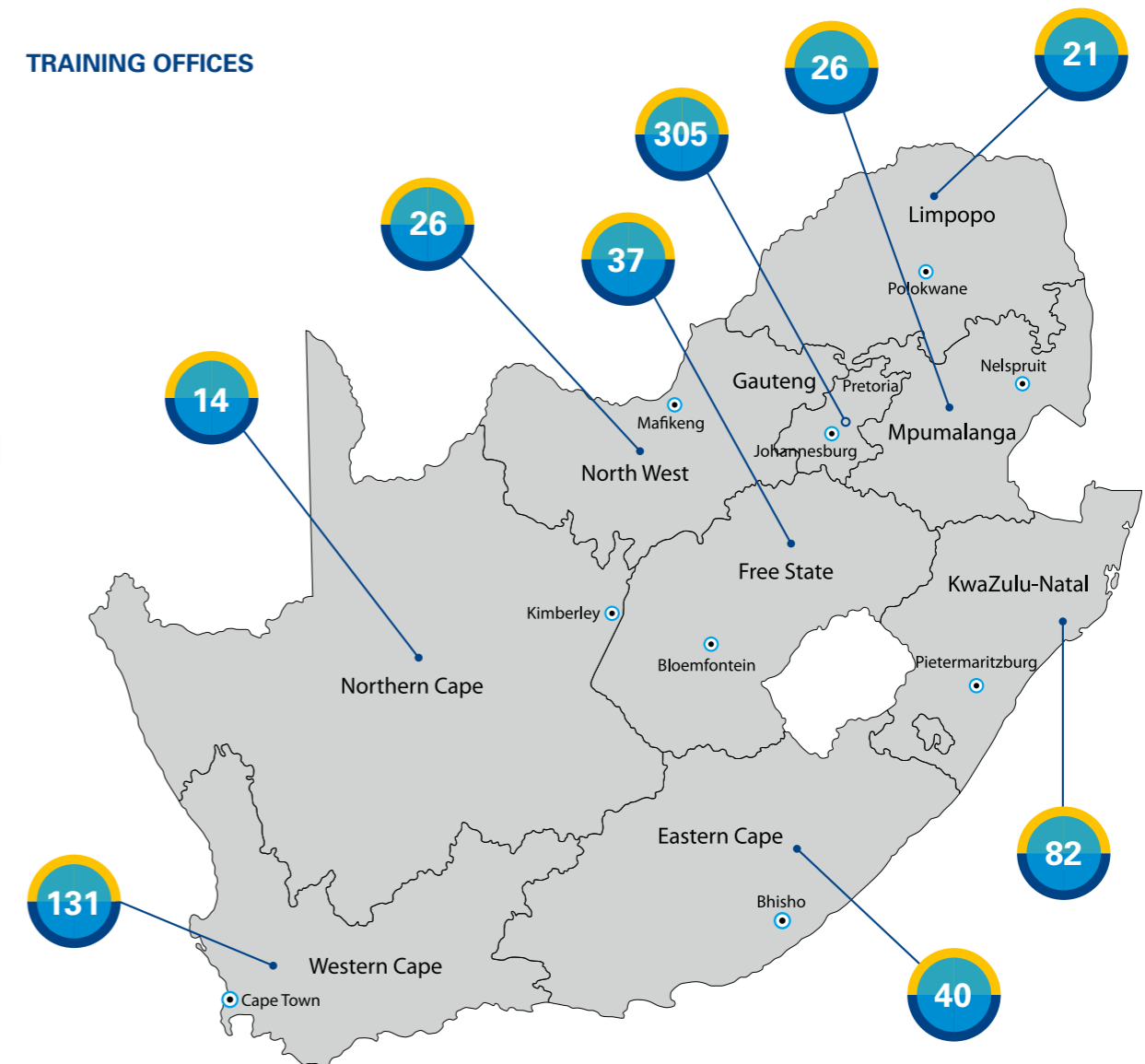
2016	AFRICAN	COLOURED	INDIAN	WHITE	OTHER	TOTAL
	4 497	1 471	4 617	30 510	267	41 362
	10.9%	3.5%	11.2%	73.8%	0.6%	100%

## OUR TRAINING OFFICES AND TRAINEES AS AT 31 DECEMBER 2016

TRAINEES						
YEAR	AFRICAN	COLOURED	ASIAN	WHITE	OTHER	TOTAL
2014	2 416	538	909	3 416	84	7 363
2015	2 655	561	979	3 436	102	7 733
2016	2 995	608	984	3 398	114	8 099
2016	37.0%	7.5%	12.2%	41.9%	1.4%	100%




TRAINEES PER PROVINCE					
GAUTENG	WESTERN CAPE	KWAZULU-NATAL	EASTERN CAPE	OTHER	TOTAL
3 716	1 642	1 144	532	1 065	8 099
45.9%	20.3%	14.1%	6.6%	13.1%	100%

### TRAINING OFFICES



### INTERNATIONAL TRAINING OFFICES

1 There is one SAICA-accredited office based in London, United Kingdom.

-  Undergraduate qualification
-  Bridging programme
-  Post-graduate qualification (CTA) for entrance into SAICA's Initial Test of Competence (ITC)

## STUDENTS AND UNIVERSITIES

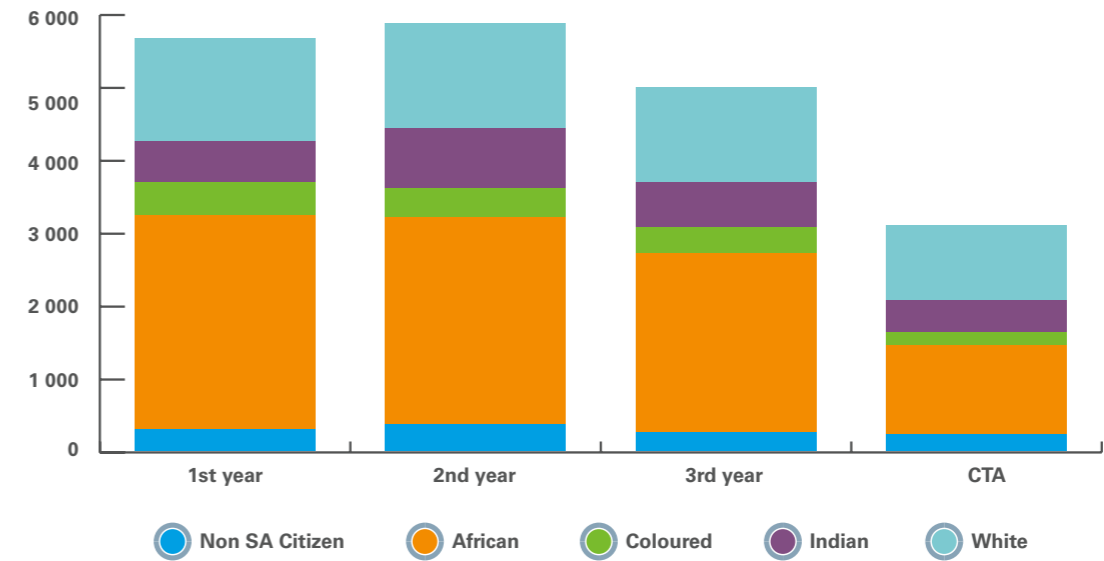
(For more information please refer to the link: <https://www.saica.co.za/LearnersStudents/InformationonEducationProviders/InformationonAccreditedProgrammes/tabid/465/language/en-ZA/Default.aspx>)

Province	University	Undergraduate qualification	Bridging programme	Post-graduate qualification (CTA) for entrance into SAICA's Initial Test of Competence (ITC)
Eastern Cape	Nelson Mandela Metropolitan University	2	1	1
	Rhodes University	1	0	2
	University of Fort Hare	1	1	1
	Walter Sisulu University* (accreditation pending)	0	0	0
Western Cape	Stellenbosch University	2	0	1
	University of Cape Town	2	1	1
	University of the Western Cape	1	0	2
KwaZulu-Natal	University of KwaZulu-Natal	1	0	2
	Varsity College***	1	0	0
	University of Zululand*	0	0	0
North West Province	North-West University	2	1	1
Limpopo	University of Limpopo	1	1	1
	University of Venda*	0	0	0
Gauteng	University of Johannesburg	1	1	1
	University of Pretoria	1	0	2
	University of the Witwatersrand	1	0	2
	Monash South Africa **	1	0	1
	Varsity College***	1	0	0
Free State	University of the Free State	1	1	1
<b>Distance Learning</b>				
University of South Africa (Unisa)		2	1	2

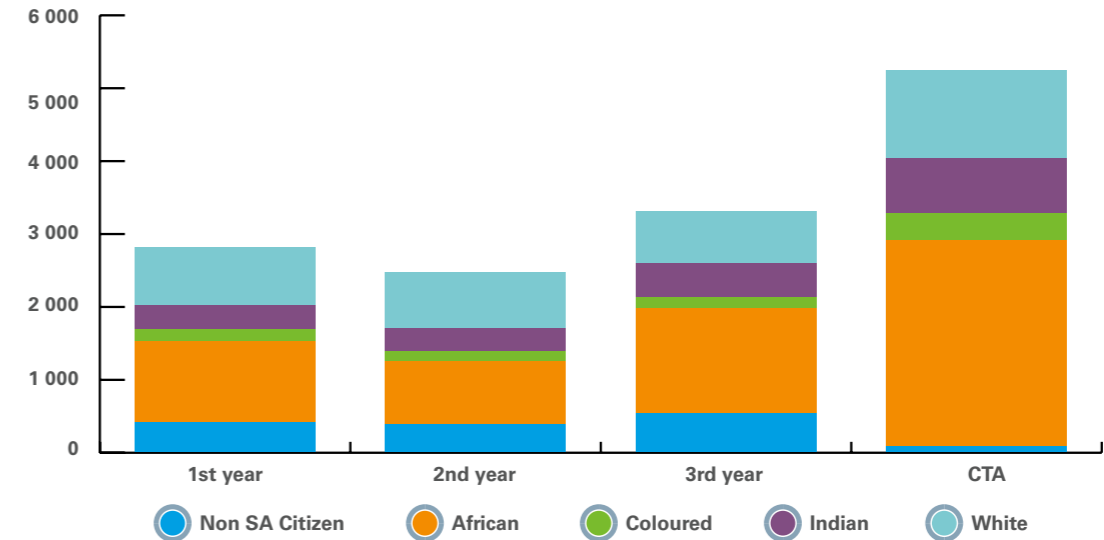
\*Capacity-building for undergraduate programme accreditation is under way.  
 \*\*Private provider.  
 \*\*\* Newly accredited private provider – 1 campus in Sandton; 2 campuses in Durban.

## STUDENT ENROLMENTS BY ACADEMIC YEAR BY RACE

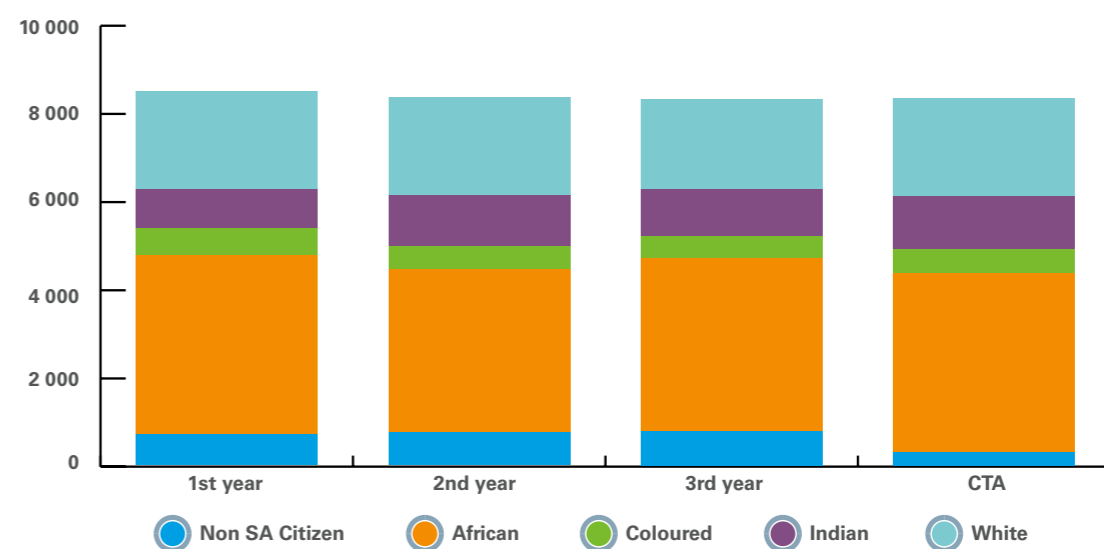
Total residential enrolments



Total distance learning enrolments



Total enrolments

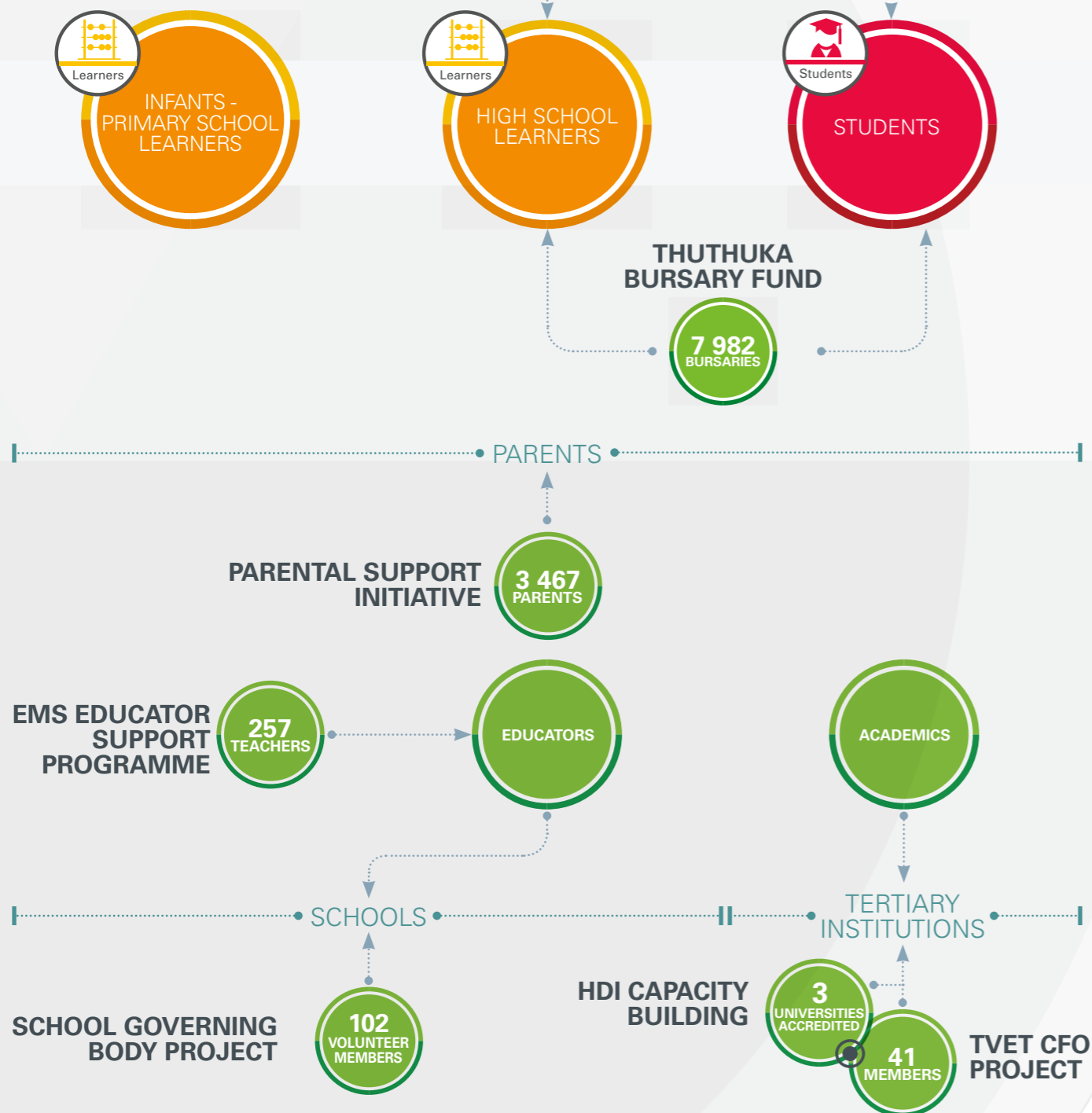


# ORGANISATIONAL OVERVIEW



## SECONDARY EDUCATION OUTREACH

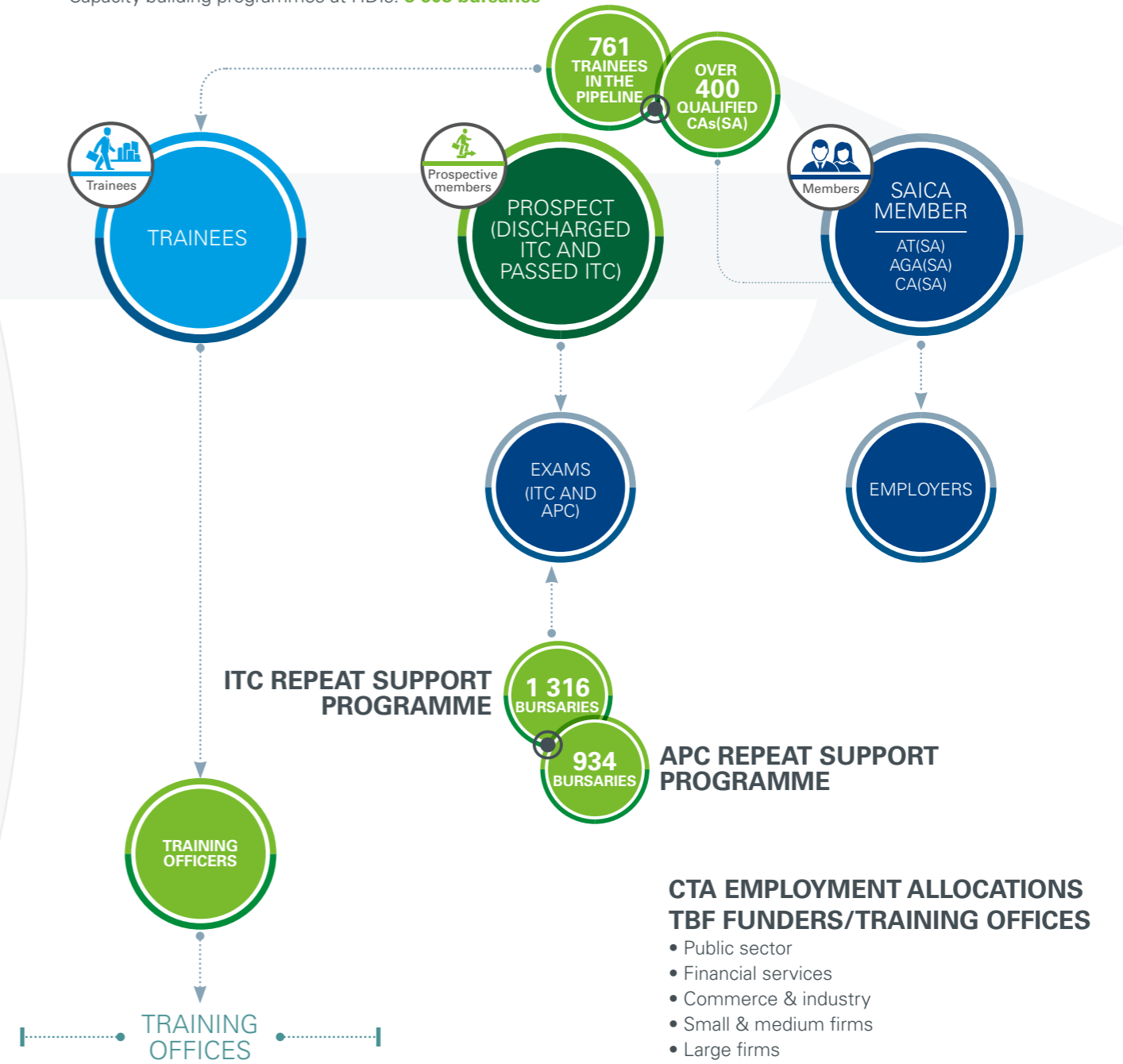
- Business Development Games: **2 165 learners**
- Career Awareness: **over 1 million learners**
- Development Camps: **over 20 000 learners**
- Junior Accounting Olympiad: **4 417 learners**
- Maths & Science Academy: **100 learners**
- Orphaned Learner Support: **9 000 learners**
- Senior Accounting Olympiad: **over 30 000 learners**



# THUTHUKA IMPACT ON THE SAICA VALUE CHAIN (SINCE INCEPTION)

## TERTIARY EDUCATION PROGRAMMES

- Full-time CTA Programme: **2 580 bursaries**
- Part-time CTA Programme: **1 577 bursaries/support**
- Student leadership summit: **350 students and 30 business leaders each year**
- University support programme: **2 818 bursaries/support**
- Capacity-building programmes at HDIs: **8 608 bursaries**



## CTA EMPLOYMENT ALLOCATIONS TBF FUNDERS/TRAINING OFFICES


- Public sector
- Financial services
- Commerce & industry
- Small & medium firms
- Large firms

View the full report here [https://www.saica.co.za/Portals/0/LearnersStudents/SAICA\\_Thuthuka\\_Integrated\\_Report.pdf](https://www.saica.co.za/Portals/0/LearnersStudents/SAICA_Thuthuka_Integrated_Report.pdf)

# ORGANISATIONAL OVERVIEW

## ENTITIES SUPPORTING SAICA'S NATION-BUILDING OBJECTIVES


SAICA HAS ESTABLISHED SEPARATE ENTITIES TO SUPPORT ITS NATION-BUILDING STRATEGIC OBJECTIVES:



### THUTHUKA EDUCATION UPLIFTMENT FUND

The Thuthuka Education Upliftment Fund (TEUF) is a public benefit organisation established in 2002 to run large-scale transformation projects aimed at skills development in underprivileged communities on behalf of the accountancy profession. Contributions received for programmes qualify for tax exemption in terms of Section 18(A) of the Income Tax Act.

<https://www.saica.co.za/Default.aspx?TabId=717&language=en-US>




### THUTHUKA BURSARY FUND

The Thuthuka Bursary Fund (TBF) is a trust that raises funds for bursaries to place qualifying African and Coloured students at selected SAICA-accredited universities, where students receive additional support. These programmes are closely managed by SAICA.

The fund currently administers in excess of 750 bursaries. Contributions received for bursaries qualify for tax exemption in terms of Section 18(A) of the Income Tax Act.

<https://www.saica.co.za/learnersstudents/thuthuka/thuthukabursaryfundtbf/tabid/716/language/en-za/default.aspx>




### THE HOPE FACTORY

The Hope Factory is an established enterprise development organisation of SAICA. It fosters entrepreneurship and the growth and sustainability of exempted micro-enterprises and black-owned empowering suppliers (as per definitions of the Broad-Based Black Economic Empowerment codes).

In response to the amended B-BBEE codes, The Hope Factory has adapted their business model to become more efficient and effective. The Hope Factory is confident that this will provide better programmes for entrepreneurs and offer stakeholders products and services that are aligned to their expectations.

<http://www.thehopefactory.co.za/reports/ShowItem.asp?ResourceSection=&Resource=&Issue=22&ContentPageID=&Archive=&LoadFrames=N>



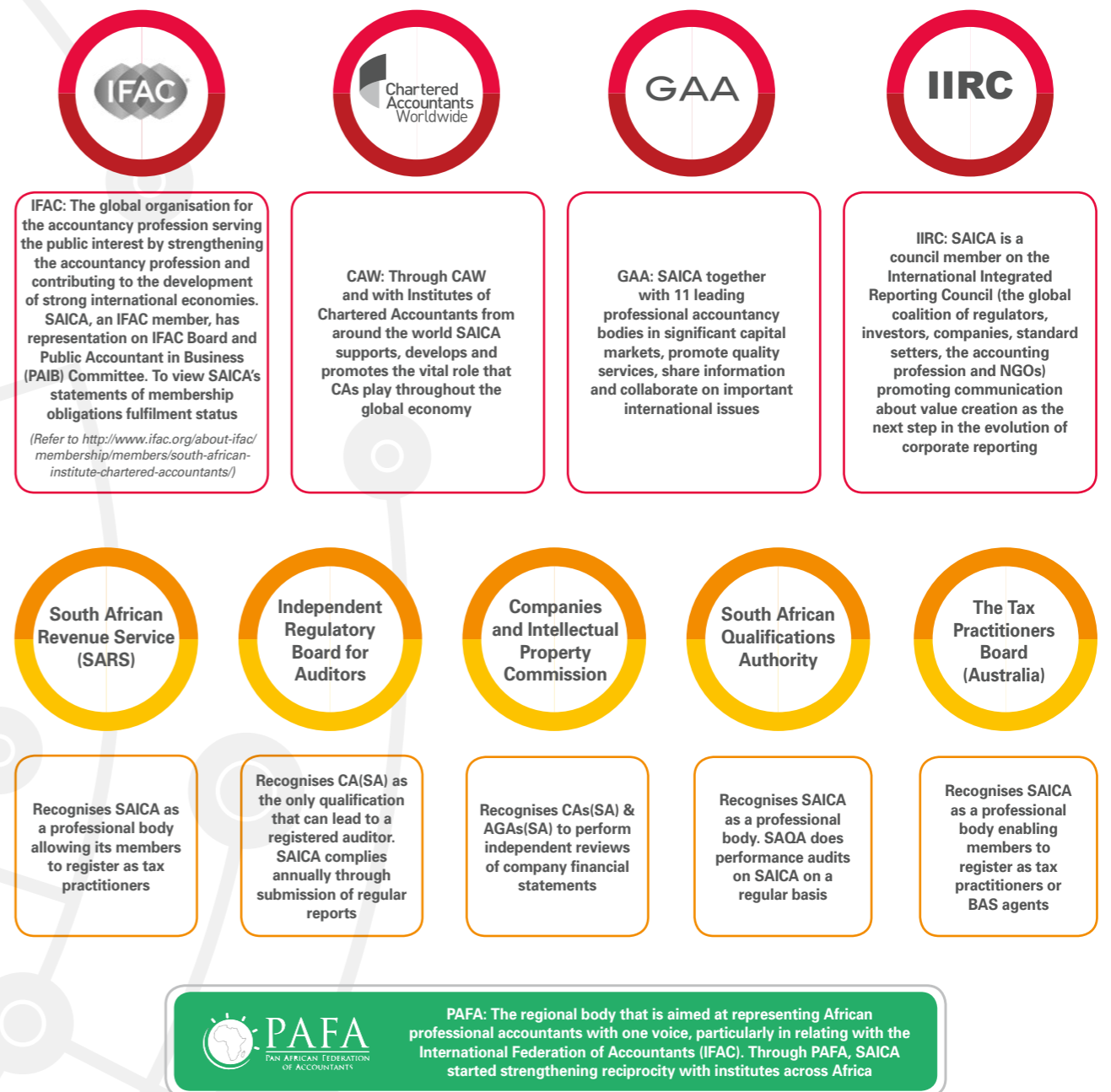
### AT(SA)

AT(SA) is a professional body dedicated to the education, development and support of accounting technicians in South Africa. The organisation focuses primarily on developing accounting skills in the public sector and works closely with Government to identify and deliver programmes that are aimed at restoring the basic accounting disciplines in Government.

<http://www.aatsa.org.za/about-aat>

(Refer to Business Model and Value Creation, Strategy and Resource Allocation and Performance 2016 Sections)  
 (For further details on the entities please refer <https://www.saica.co.za/LearnersStudents/Thuthuka/tabid/714/language/en-US/Default.aspx>)

## REGULATORS, STAKEHOLDERS AND ALLIANCES



## RECIPROCITY PARTNERS

Reciprocity is maintained through evaluation against a recognition framework



CHARTERED ACCOUNTANTS AUSTRALIA • NEW ZEALAND



Chartered Accountants Ireland



CHARTERED PROFESSIONAL ACCOUNTANTS



Hong Kong Institute of Certified Public Accountants 香港會計師公會



THE INSTITUTE OF CHARTERED ACCOUNTANTS IN ENGLAND AND WALES



THE INSTITUTE OF CHARTERED ACCOUNTANTS OF ZIMBABWE



INSTITUTE OF CHARTERED ACCOUNTANTS OF NAMIBIA