



SAICA
THE SOUTH AFRICAN INSTITUTE
OF CHARTERED ACCOUNTANTS

develop. influence. lead.

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INTRODUCTION

Congratulations on becoming part of the SAICA governance structures!

SAICA is a member organisation and therefore members must have a say in the governance of their Institute. It is imperative for members to have a platform where they can voice any concerns they have or share any successes. This is exactly what we want to achieve by having you involved on the district associations.

We would like to take this opportunity to thank you for your willingness to give your time and commitment towards the CA(SA) brand and the profession.

We hope this document gives you a bit of insight into SAICA as an organisation and what is required of you as a district member.

Please do not hesitate to contact your Central Region District Representative or the Central Region Office should you have any queries or require any assistance.

Do your part. Be heard. Make a difference.

SAICA AT GLANCE

SAICA IS A VOLUNTARY, NOT-FOR-PROFIT MEMBER ORGANISATION THAT OPERATES IN TERMS OF ITS CONSTITUTION

OUR PURPOSE

DEVELOPING RESPONSIBLE LEADERS FOR A CHANGING FUTURE

OUR MAIN OBJECTIVES

- > Promote the interests of SAICA members
- > Support the development of the South African economy and society

OUR STRATEGIC PILLARS

2020 strategic pillars

Member value

Delivering better member value and offerings that will see our members in high demand in the market place

Relevance and reputation

Continued Relevance of the accountancy profession and the creation of an ethical culture within the accountancy profession

Growth and transformation

Growth and transformation of the accountancy profession in terms of race and gender and in line with the overarching national agenda

Internal efficiencies

The enhancement of internal efficiencies and effectiveness so that the Institute can better serve its stakeholders

SAICA GROUP

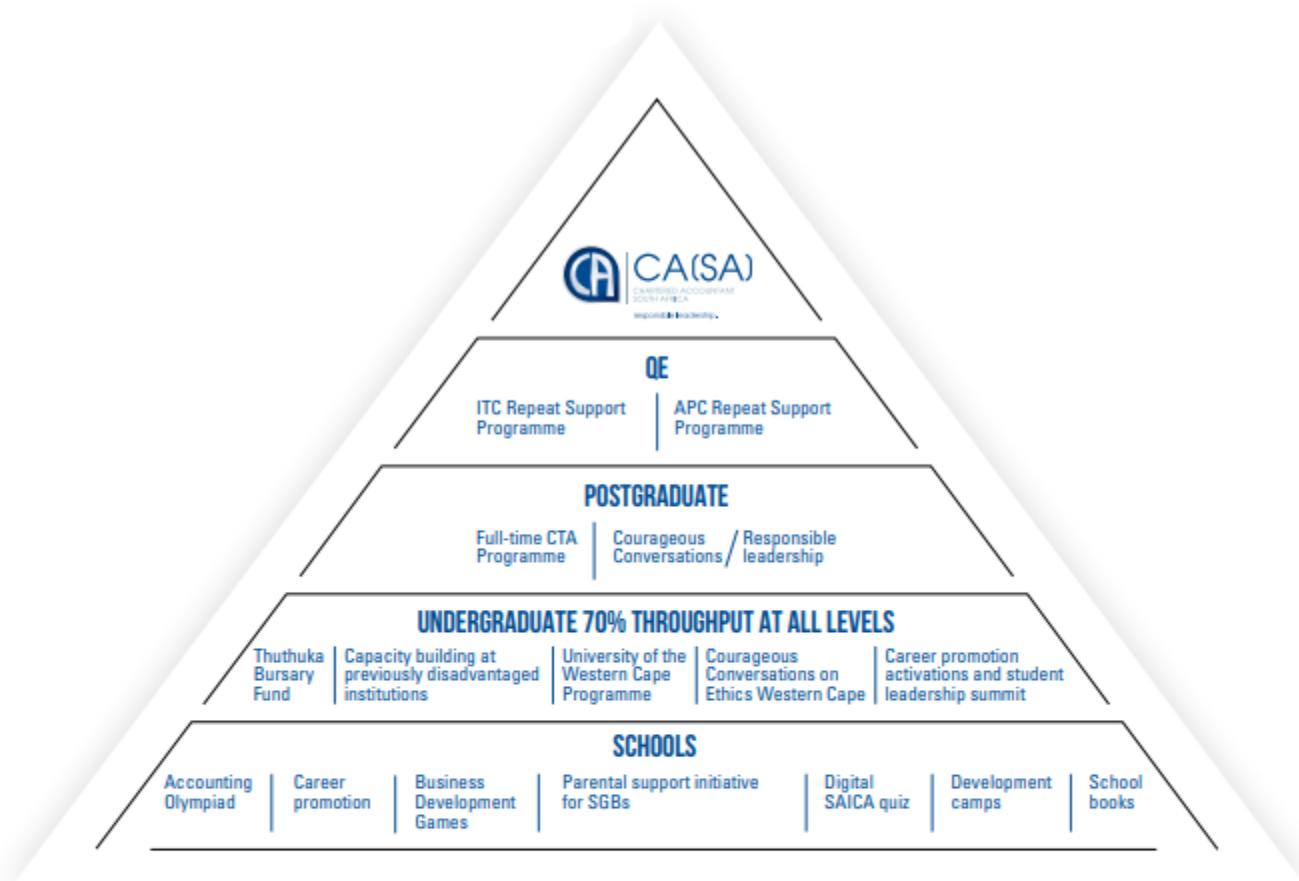


SAICA MEMBERS



	Market position	Designation's value	Role in the market	Designation's brand essence	Members 2019
CA(SA)	Premium	CAs(SA) perform at the highest level in organisations, creating and protecting value as well as informing and shaping strategic direction to positively impact business and the broader economy	<ul style="list-style-type: none"> Strategic and advisory Business value creator 	A leadership designation for accountants at the forefront of business and the broader economy	46 072
AGA(SA)	Mid-tier	AGA(SA) has a broader, future-focused, multi-disciplinary approach to enable accountants to enhance and measure organisational value and drive operational performance by bridging operational and strategic aspects within the organisation's management functions	<ul style="list-style-type: none"> Operational Junior to middle management 	A professional accounting designation for accountants enhancing value and driving operational performance in organisations	3 429
AT(SA)	Entry level	AT(SA) seeks to empower and develop better-skilled accounting technicians and to make the accounting, finance and business profession accessible to all South Africans so as to improve employability	<ul style="list-style-type: none"> Administrative Entry level (for example bookkeepers and clerks) Strong public sector focus 	A practice-based, work-ready accounting, finance and business qualification and professional membership for entry-level to mid-tier accountants	303

SAICA MEMBERSHIP PIPELINE



ACTIVITIES THAT SUPPORT THE CA(SA) PIPELINE

Support includes:

- Financial support that includes student fees, on-campus accommodation, books and laptops
- Non-financial assistance in the form of extra-academic interventions such as winter schools
- Psychosocial support that helps Thuthuka students acclimatise to the academic and social environments that they are placed in (which may differ greatly from what they experienced during their basic education years) and supports them to produce the necessary high results required to stay in the programme

Since inception, TBF has funded more than 3 900 students and created more than 1 400 chartered accountants (noting that it takes a minimum of seven years of study and training after leaving school to become a chartered accountant).

The first cohort of TBF-funded students qualified in 2012. Since 2012, the proportion of historically disadvantaged students that have qualified as members of SAICA has increased from 39,8% of new members to 56,1%. In addition:

SAICA'S GLOBAL PARTNERS

SAICA is an active participant in a number of international forums. Interactions with our global partners are an important part of our advocacy role, which provide SAICA with valuable input to our member engagement activities and inform global standard-setting.



SAICA'S RECOGNITION AGREEMENTS:

SAICA currently has recognition agreements with the following 14 international professional bodies:

- The Institute of Chartered Accountants in England and Wales (ICAEW)
- The National Association of State Boards of Accountancy (NASBA) and the American Institute of Certified Public Accountants (AICPA)
- Chartered Accountants in Australia and New Zealand (CAANZ)
- The Chartered Professional Accountants of Canada (CPAC)
- The Hong Kong Institute of Certified Public Accountants (HKICPA)
- Chartered Accountants Ireland (CAI)
- The Institute of Chartered Accountants in Scotland (ICAS)
- The Institute of Chartered Accountants Zimbabwe (ICAZ)
- The Institute of Chartered Accountants of Namibia (ICAN)
- The Chartered Institute of Management Accountants (CIMA)
- Institute of Certified Public Accountants of Kenya (ICPAK)
- Eswatini Institute of Accountants (EIA)
- Lesotho Institute of Accountants (LIA)
- The Institute of Chartered Accountants of India (ICAI)

SAICA'S QUANTIFIABLE SOCIAL CONTRIBUTION PROJECTS

The Thuthuka Bursary Fund, which Government is using as a model for its solution for South Africa's tertiary education funding crisis

SAICA's school governing body programme, which is used by the public sector as part of a solution for South Africa's youth unemployment crisis

SAICA Enterprise Development's unique financial excellence model, which drives economic growth, innovation and job creation through SMME development

SUSTAINABLE DEVELOPMENT GOALS



The Hope Factory (THF)



SAICA Gender Transformation Commitments
Girl Learner Development Camp



Hospital Capacitation Project



Rise Against Hunger: Packing Events



THF Flagship Socio-Economic Development Programme
THF Transnet Pipeline
Customised Programme WeCare



Training unemployed graduates to provide financial excellence services for SAICA's Enterprise Development's programmes

SAICA's Enterprise Development

JP Morgan Accounting Support Programme

AT(SA) Private Sector Training Programme

Thuthuka CTA Allocations

SAICA SGB Intern Project

AT(SA) TVET & UOT Post-School Training Programme



Thuthuka School Projects
Thuthuka Bursary Fund
CTA Support
Wrap-Around Support
ITC & APC Support
ISFAP
AT(SA) TVET & UOT Post-School Training Programme
Building Capacity in Academia – Common CTA
AT(SA) TVET & UOT Capacity Programme
School Governing Body (SGB) Programme
Capacity-building of TVET & CET HR and Finance Departments
Prince Accounting for Sustainability Project



Courageous Conversations

CA Charter

Partnerships for the goals through the DBE, DHET, DoH, DTI, the SETAs (BANKSETA, MERCETA & FASSET) and members of the profession

Member of the Human Resource Development Council's Technical Working Group

Seat on Presidential B-BBEE Advisory Council
Reciprocity Agreements



Unite4Mzansi: Anti-corruption dialogues and movie

Courageous Conversations

AT(SA) Public Sector Training Programme

SAICA University Accreditation & Monitoring

SAICA Training Programme

OTHER SAICA INITIATIVES

- SAICA's transformation work includes a capacity-building programme for historically disadvantaged institutions (HDIs)
- Top 35-under-35 Competition

SAICA STAKEHOLDERS ENGAGEMENT:



The table that follows shows how SAICA engages with our stakeholders, the role they play in shared value creation, their material interests and how we address these.

How we engage	Their role in value creation	Their material interests	How we address these interests
Trainees			
<ul style="list-style-type: none"> • Trainee workshops • Roadshows and networking events • Online surveys 	<ul style="list-style-type: none"> • Sustainability – trainees represent the future of the profession • Potential ambassadors for the profession if engaged with appropriately 	<ul style="list-style-type: none"> • Professional practical work experience through the SAICA training programme • Development of competencies that will increase their market attractiveness/employability and help them contribute to the economy and greater society • Training and employee contract 	<ul style="list-style-type: none"> • Rigorous training programme • Trainee networking and support platform • Training regulations mechanisms for trainees to appeal to SAICA • Engage in employment contract disputes if these have a direct bearing on the training programme

How we engage	Their role in value creation	Their material interests	How we address these interests
Training offices			
<ul style="list-style-type: none"> • Training office visits • Accreditation visits • Training office workshops • Online surveys 	<ul style="list-style-type: none"> • Deliver the training component required to become a CA(SA) • Key to ensuring that the quality of our members is maintained 	<ul style="list-style-type: none"> • A suitable supply of and retention of trainees • Reputation of SAICA designations, especially the CA(SA) brand • Training administration systems that are fit for business and easy to implement and administer • Effective application of SAICA accreditation criteria in order to ensure the continued quality of the programme and their retention as accredited training offices 	<ul style="list-style-type: none"> • Training programme development and support • Promotion of high-quality training programmes at accredited training offices • Streamlined accreditation and monitoring, including more effective reporting to training officers
Employees			
<ul style="list-style-type: none"> • The daily interface between management and employees • Regular departmental meetings • Organisational town halls • Employee engagement surveys • Ongoing performance discussions 	<ul style="list-style-type: none"> • Can be the strongest brand ambassadors for SAICA • Highly motivated, skilled and competent staff are critical to the successful implementation of SAICA's strategy 	<ul style="list-style-type: none"> • Clear understanding of SAICA strategy to maximise their contribution to its implementation • Fair remuneration • Transformation • Career progression through competency and skills development 	<ul style="list-style-type: none"> • SAICA is committed to fair treatment and remuneration of employees • SAICA delivers a range of development and training programmes for employees • SAICA reviews its strategy on an annual basis • SAICA applies a proactive equity employment strategy

How we engage	Their role in value creation	Their material interests	How we address these interests
Learners and educators			
<ul style="list-style-type: none"> • School visits (career awareness) • Career exhibitions • Thuthuka development camps • Educator and curriculum support programmes 	<ul style="list-style-type: none"> • STEM subject promotion • Curriculum development • Promotion of accounting as a tertiary subject choice • Advancement of accountancy careers 	<ul style="list-style-type: none"> • Access to careers that will make them employable while making a social contribution • Assistance in developing educational skills • Quality and relevant maths, science, accounting and English curricula 	<ul style="list-style-type: none"> • Career awareness • Academic support (STEM subjects) • Educator mentoring and support • Curriculum development assistance • School governance and financial management support

Students

- Ongoing engagement through the student funding and support initiatives
- Student forums for networking and mentorship from young professionals/members
- Pipeline: Students in the accounting stream represent possible future members and it is therefore critical to understand their needs and interests
- Rising tertiary institution costs and funding challenges (fee-free education and ongoing #FeesMustFall discourse)
- Students look to SAICA as the custodian of the profession and they require a high-quality programme from SAICA that ensures their employability after successful completion of their education and training
- Provision of financial support to eligible students through the Thuthuka Bursary Fund (TBF) (page 15) and ISFAP (page 57)
- SAICA provides additional academic and psycho-social support to students who are eligible and demonstrate potential

Firms

- Training officers
- Firm visits
- Trainee allocation engagements
- Skills absorption: Trainee placement and employers for SAICA members
- SAICA programme support: Thuthuka donors
- Highly competent and trained trainees and members
- Relevant programmes that assist in providing a skills pipeline
- Members that are equipped to meet the needs of the business of the future/impact of the Fourth Industrial Revolution on auditing and other accounting functions
- Training programme development and support

How we engage	Their role in value creation	Their material interests	How we address these interests
Members and associates			
<ul style="list-style-type: none"> SAICA Board, SAICA National Council and regional councils National and regional constituency-based committees Roadshows Interest groups Networking/seminars and events Online member communications Face-to-face member visits Focus groups with members SAICA facilitated member engagements with regulators Annual General Meeting (AGM) 	<ul style="list-style-type: none"> Active engagement with SAICA (no apathy) Adherence to the Code of Professional Conduct (ethical conduct) Understanding of lifelong learning principles (not participating in CPD as a tick-box exercise) 	<ul style="list-style-type: none"> Value of the SAICA membership Reputation of SAICA designations, especially the CA(SA) brand SAICA's disciplinary process with regard to members under investigation for transgression of the Code of Professional Conduct and overall ethical standing of the profession Enhancement of their professional competencies CA(SA), AGA(SA) and AT(SA) brand enhancement SAICA and member relationships with key government agencies Sustainability of the accountancy profession 	<ul style="list-style-type: none"> Excellence in competence An integrated designations communication and marketing plan to protect and build the reputations and sustainability of SAICA's designations Continuous professional development Technical and non-technical training Professional support Premium/market-leading designation International (professional) mobility SAICA engages with government stakeholders on behalf of members Through engagement with government SAICA identifies opportunities for its members to contribute to the development of South Africa's economy and society SAICA plays an active leadership role in the profession and the community to enhance the image and standing of the designations

How we engage	Their role in value creation	Their material interests	How we address these interests
Regulators			
<ul style="list-style-type: none"> SAICA committee structures Accreditation engagements Face-to-face meetings 	<ul style="list-style-type: none"> Provide the regulatory framework in which SAICA operates 	<ul style="list-style-type: none"> SAICA and SAICA member compliance with regulations Inputs and commentary on regulations to assist in their development 	<ul style="list-style-type: none"> Ensuring compliance of the Institute and members is a significant priority and we engage with regulators as necessary to provide input on developing regulations as representatives of the accountancy profession Understanding of their regulatory requirements to ensure that SAICA programmes and members continue to be compliant
Donors			
<ul style="list-style-type: none"> Funding proposal briefing sessions and proposals Donor update meetings One-on-one donor sessions Student allocation engagements 	<ul style="list-style-type: none"> Programme development (financial capacity building) Sustainability of SAICA student-funding programmes Skills absorption (Thuthuka trainee allocations) 	<ul style="list-style-type: none"> Transformation of the profession B-BBEE Quality-assured and trusted/reputable programmes in which to place funds 	<ul style="list-style-type: none"> SAICA delivers mutually beneficial programmes Tailored sector or organisation-specific financial capacity building Effective programme delivery and trackable spend on financial contributions provide peace of mind to donors Transformation is a key focus of the Institute's activities SAICA's nation-building initiatives include projects that aim to address the key challenges facing the country, including education, transformation, skills development and job creation Introduction of the CA Charter is aligned to the B-BBEE Code of Good Practice to grow the number of black people in the CA(SA) profession

How we engage	Their role in value creation	Their material interests	How we address these interests
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Users (public and private sectors)

<ul style="list-style-type: none"> • Skills of the future focus groups • Employer and recruiter engagements • Face-to-face interactions • SAICA market surveys 	<ul style="list-style-type: none"> • Help SAICA keep abreast of market needs and the roles our members need to play to deliver these, which helps to ensure the continued relevance of our training, CPD offerings and members • Ensure that our programmes are designed to enable SAICA members and associates to deliver the best value to their employers • Potential funders for SAICA nation-building/financial capacity-building initiatives 	<ul style="list-style-type: none"> • Competent and ethical professionals • SAICA members to be value creators for their businesses and departments • Quality-assured and trusted/reputable programmes in which to place funds 	<ul style="list-style-type: none"> • Excellence in competence • Continuous professional development • Technical and non-technical training • Professional support for members • Rigorous training programme
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Academia

<ul style="list-style-type: none"> • Institutional accreditation • Competency reviews and updates • Accounting heads of department meetings • African academics conference 	<ul style="list-style-type: none"> • Competent training-ready students • Transformation of tertiary curriculum and teaching methods 	<ul style="list-style-type: none"> • SAICA accreditation for accounting programmes • Relevant higher education offerings • Training and subvention for African academics 	<ul style="list-style-type: none"> • Accreditation support • Development and support for academics
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How we engage	Their role in value creation	Their material interests	How we address these interests
Alliance partners			
<ul style="list-style-type: none"> Regular engagement with other professional bodies through membership of GAA, CAW, IFAC and related meetings Representation on various regional and international accountancy bodies and participation in meetings Submissions to international accountancy bodies 	<ul style="list-style-type: none"> Mutual assistance in maintaining global standards and vice versa Sharing of best practice Provide representation for South African concerns at global forums Contribute to the establishment and sustainability of strong and stable accountancy institutes worldwide 	<ul style="list-style-type: none"> South African compliance with international professional and related standards Recognition agreements with a number of other professional accountancy organisations A unified African profession and participation in the Pan African Federation of Accountants (PAFA) Development of an international brand South African inputs on key professional and technical issues 	<ul style="list-style-type: none"> SAICA is an active participant at Board and executive levels in a range of professional bodies (pages 31 to 34)
Government			
<ul style="list-style-type: none"> Parliamentary presentations Meetings with various representatives from various government departments and related entities Engagement with departments related to the profession, especially National Treasury, the Department of Higher Education, the Department of Trade and Industry and the South African Reserve Bank 	<ul style="list-style-type: none"> Engage with SAICA on how the Institute and its members can best contribute positively to the development of the South African economy and society Strategic partnerships for nation-building initiatives Users of financial capacity-building initiatives 	<ul style="list-style-type: none"> Transformation of the profession in line with the national context Identification and implementation of projects that can assist in the implementation of the National Development Plan with particular reference to: <ul style="list-style-type: none"> Elimination of corruption, particularly in the area of financial management Provision of accounting support for African entrepreneurs and emerging small businesses 	<ul style="list-style-type: none"> SAICA's purpose commits the Institute to contributing to a sustainable South African society Transformation is a key focus of the Institute's activities SAICA's nation-building initiatives include projects that aim to address the key challenges facing the country, including education, transformation, skills development and job creation

How we engage	Their role in value creation	Their material interests	How we address these interests
Media			
<ul style="list-style-type: none"> SAICA proactively provides the media with information about the profession and commentary about key business and financial matters, as well as matters of greater public interest Media responses One-on-one interactions with various media houses, especially business media 	<ul style="list-style-type: none"> Influence the reputation of SAICA and the profession as a whole Key in shaping public opinion Assist in reaching a greater audience around the work, economic role and greater social and economic importance of the profession 	<ul style="list-style-type: none"> Professional conduct of our members Impact of our members on the public and private sector and the economy SAICA's role in the enhancement of the independence and ethical conduct of the profession Role and track record of the profession in transformation SAICA's role and commentary on issues of public interest 	<ul style="list-style-type: none"> SAICA proactively engages with the media to provide relevant updates and information and to ensure that the Institute's position on important matters is clearly communicated
General public			
<ul style="list-style-type: none"> Media and public relations CEO roadshows 	<ul style="list-style-type: none"> Understanding how SAICA operates Holding SAICA accountable through active communication with the Institute 	<ul style="list-style-type: none"> That the accountancy profession helps to build and safeguard the conduct of business and Government That the profession helps to build stronger financial systems and a sustainable national economy That we play a transformation role and help open up the profession to those previously disadvantaged in terms of both race and gender 	<ul style="list-style-type: none"> SAICA proactively engages with the media to provide relevant updates and information and to ensure that the Institute's position on important matters is clearly communicated

SAICA'S OPERATING ENVIRONMENT AND ITS IMPACT ON STRATEGY

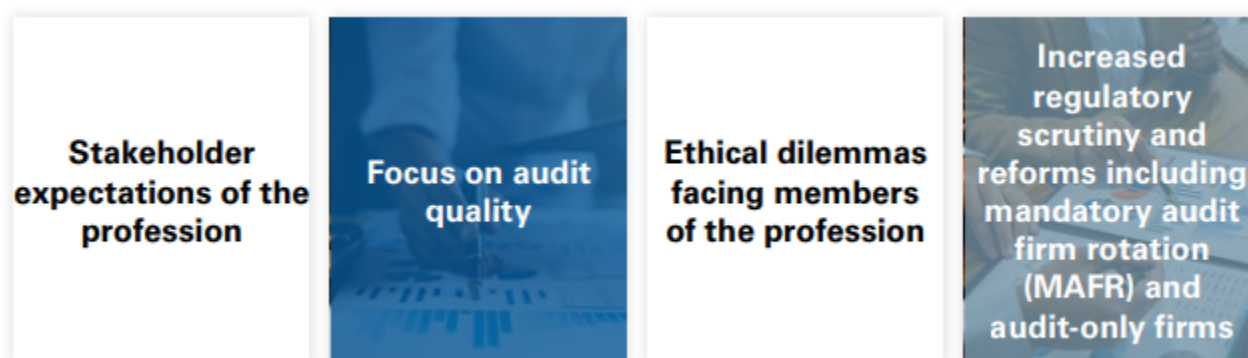
The nature and rapid pace of business change has led to commerce and industry, governments and civil society having very different expectations of the chartered accountancy profession. In response, and to ensure that SAICA and the profession are more responsive, agile and relevant with regard to market and member needs, the Institute formulated a new medium- to long-term strategy that was refined during 2019 and reviewed and approved by the Board early in 2020.

The strategy review considered the key macro-economic trends emerging in the global and local economies in which accountants operate, including:

- The rapid pace of change and disruptive technologies (Fourth Industrial Revolution)
- Changing business models that require innovation
- Globalisation, reflected in the high mobility of labour and capital

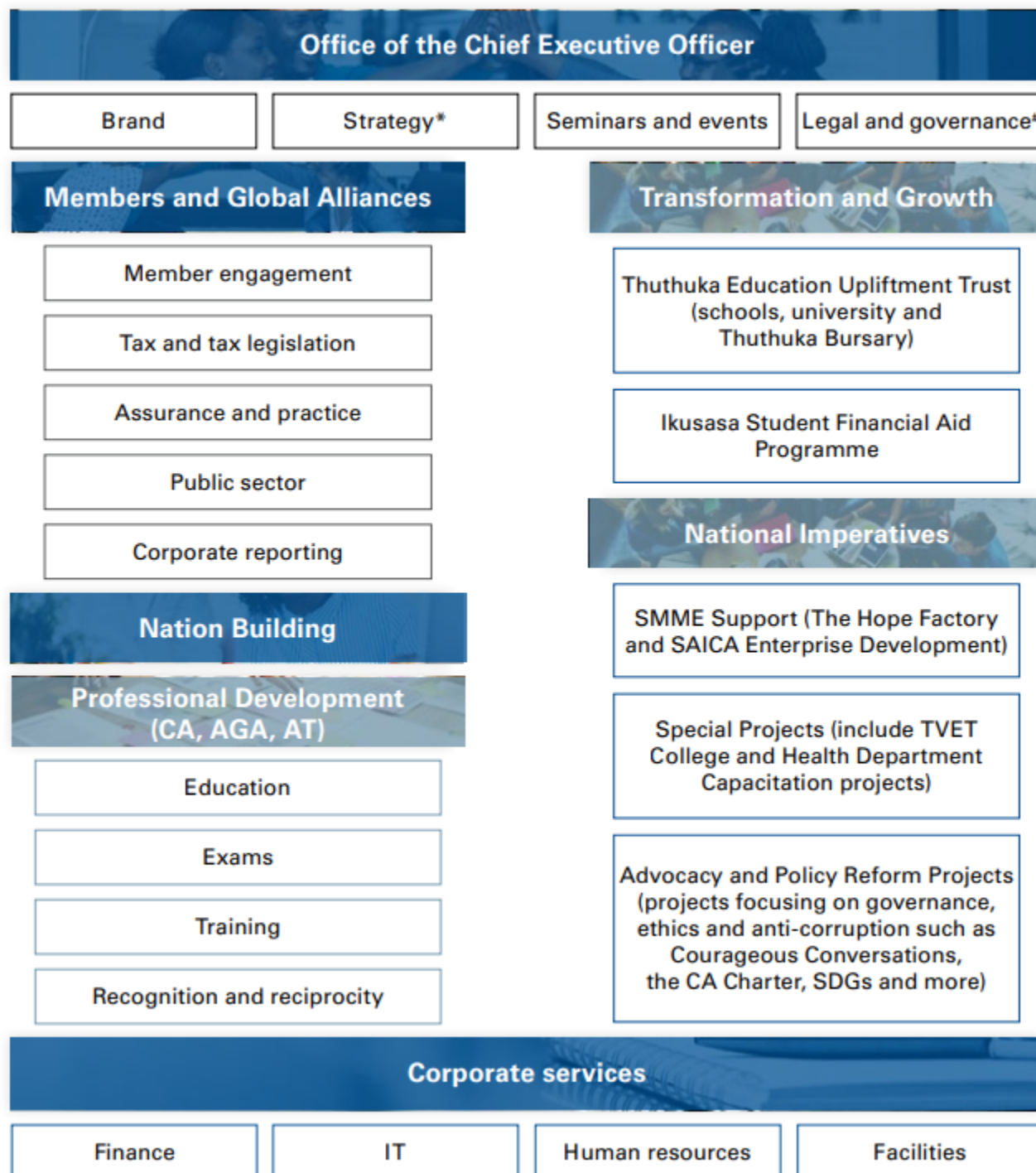
In the light of these developments, member bodies such as SAICA must re-evaluate what we do and how we do it to ensure the continued relevance and market strength of accountants and the accountancy profession.

SAICA's core mission remains unchanged – to develop responsible leaders. However, the skills and competencies accountants will require in the future will likely be materially different from those of today.



SAICA constantly evaluates the appropriateness of its strategy against these and other relevant trends in the external environment as well as the Institute's internal operating environment. This evaluation also weighs the associated risks and opportunities that arise from these trends, stakeholder interests and the availability of the relevant capitals required to achieve our strategic goals. Developments are assessed to ensure a thorough understanding of the risks they bring, their impact on SAICA's most material matters and the strategic opportunities they create. Budgets and resource allocation plans are then adjusted to ensure that our activities support our strategic pillars and continue to deliver sustainable value for our stakeholders.

SAICA'S OPERATING MODEL



SAICA BRAND INITIATIVES

The Brand Division is primarily responsible for delivering on SAICA's strategic pillars of creating better member value and improving reputation and relevance.

The Integrated marketing and communication plan include a trust reconstruction strategy (#trustleadership) to protect the reputation of the profession as well as a strategy to grow the relevance perception of the profession as a profession of national value (#aprofessionofnationalvalue).

This is done through:

- Communication
- Marketing
- Digital and Publishing
- Seminars and Events
- Commercial Sponsorships

MEMBERS AND GLOBAL ALLIANCES

M&GA is mainly responsible for delivering on SAICA's strategic objectives of delivering member value and maintaining its reputation and relevance. Core functions are advocacy, member support, professional competence and thought leadership.

The M&GA consists of:

- Member Engagement
 - Four local regional offices and one international office based in London
 - Non-technical training division
 - Contact centre, and
 - Membership administration division.
- Tax and tax legislation
- Audit & assurance
 - Assurance and practice
 - Legal, ethics and governance
 - Small and medium practices
 - Public sector
- Corporate Reporting
 - IFRS
 - Integrated Reporting
 - MIB Technical
 - Technical Resources
 - Governance and Non-IFRS Reporting

NATION BUILDING INITIATIVES

The Nation Building Division is mainly responsible for delivering on SAICA's strategic pillars Growth and transformation and making a Quantifiable social contribution.

Some of these include:

- School Support
- University Support
 - The Thuthuka Bursary Fund (TBF)
 - The Ikusasasa Student Financial Aid Programme (ISFAP)
- TVET College and University of Technology Support
- Institutions of Learning Support
- SMME Support
- Seat on Presidential B-BBEE Advisory Council
- Courageous Conversations
- Unite4Mzansi

TRAINING AND EDUCATION INITIATIVES



This project was initiated to respond to the significant changes facing the accountancy profession. These include the increasing pace of change and disruptive technologies of the Fourth Industrial Revolution, as well as the continued improvement in technology and its broadening prevalence in the workplace. This is particularly relevant for accountants, as intelligent systems can now execute some of their traditional basic functions. The outcome of this project is to clearly define what competencies are required of entry-level and already qualified members in order for them to remain relevant.

SAICA'S GOVERNANCE STRUCTURE:



SAICA GOVERNANCE STRUCTURE

BOARD

- MAXIMUM 12 MEMBERS ELECTED BY BOARD
- COMPOSITION MUST BE DIVERSE (RACE, GENDER)
- BALANCE BETWEEN EXECUTIVE AND NON-EXECUTIVE DIRECTORS WITH MAJORITY BEING INDEPENDENT
- MAJORITY SHALL BE CA'S(SA)
- NO MORE THAN 3 NO LESS THAN 2 NON-EXECUTIVE DIRECTORS MUST BE INDEPENDENT AND NON CA(SA)

NATIONAL COUNCIL

- NOT MORE THAN 40 MEMBERS ELECTED BY REGIONAL AND CONSTITUENCY BODIES
- SERVES AS AN ADVISORY FORUM TO THE BOARD

REGIONAL COUNCILS

- COMPOSED OF STAND-ALONE REGIONAL COUNCILS AND REPRESENTATIVE MEMBER STRUCTURES

BOARD COMMITTEES

AUDIT & RISK

HUMAN RESOURCES AND REMUNERATION

NOMINATION AND GOVERNANCE

SOCIAL, ETHICS AND TRANSFORMATION

DIGITAL TRANSFORMATION GOVERNANCE

GOVERNANCE REVIEW TASK TEAM

BOARD MEMBERS

T MALULEKE (CHAIRMAN)
Y FORBES (LEAD INDEPENDENT)
B BEKWA (NON EXEC)
B RAMOKHELE (NON EXEC)
R MATENCHE (NON EXEC)
J DU TOIT (NON EXEC)
M SINGER (NON EXEC)
I LUBBE (NON EXEC)
P STOCK (NON EXEC)
J SWANEPOEL (NON EXEC)
FL LAMOLA (EXEC)
SF NOMVALO (SAICA CEO)

REPRESENTING

CENTRAL REGION
EASTERN REGION
NORTHERN REGION
SOUTHERN REGION
ABASA
AWCA
MIB
CFO FORUM
LARGE PRACTICES
SMP
INTERNATIONAL MEMBERS
ACADEMIA
PUBLIC SECTOR
ASSOCIATE COLLEGES (1 AGA)
CO-OPTED
EX-OFFICIO
CEO RECOMMENDATION

MEMBERS

J SWANEPOEL (CHAIRMAN)
CR DE WEE
A SINGH
H RAMSUNDER
TH MBATHA
H MICCLINTOCK
AAB PHEIFFER
S GIERDIEN
S NDUNA
NEW
Z KHANYILE
SK OSNER
NEW
NEW
TD SHANGO
NEW
F SULEMAN
NEW
NEW
NEW
NEW
S NEW
SF NOMVALO (SAICA CEO)
FL LAMOLA (SAICA COO)

REGIONS

CENTRAL REGION
FREE STATE, NORTH WEST AND NORTHERN CAPE

EASTERN REGION
KWAZULU NATAL

NORTHERN REGION
GAUTENG, LIMPOPO AND MPUMALANGA

SOUTHERN REGION
WESTERN AND EASTERN CAPE

INTERNATIONAL REGION
ALL MEMBERS WORKING OUTSIDE SOUTH AFRICA - 3 SUB REGIONS: THE AMERICAS, ASPAC, EMEA

STRUCTURES

9 DISTRICTS
SMP FORUM
TRANSFORMATION AND GROWTH FORUM
TAX COMMITTEE
PUBLIC SECTOR FORUM
MEMBERS-IN-BUSINESS FORUM

5 DISTRICTS
SMP FORUM
ACCOUNTANCY PROFESSION, TRANSFORMATION AND EDUCATION COMMITTEE FORUM
TAX COMMITTEE
PUBLIC SECTOR COMMITTEE
MEMBERS-IN-BUSINESS COMMITTEE

8 DISTRICTS
SMP FORUM
TAX COMMITTEE
YCAN COMMITTEE

3 DISTRICTS
SMP FORUM
TAX COMMITTEE
PUBLIC SECTOR COMMITTEE
MEMBERS-IN-BUSINESS COMMITTEE

INTERNATIONAL REGION COUNCIL
3 SUB-REGION COMMITTEES
COUNTRY COMMITTEES

INTERNATIONAL REGION GOVERNANCE STRUCTURE

INTERNATIONAL SUB-REGION COUNCIL

International Sub-region Executives		
 <p>Mark Chasey EMEA</p>	 <p>Natasha Holbeck Americas</p>	 <p>Gary Sherwood ASPAC</p>
International Region Council Members		
 <p>Susan Taylor</p>	 <p>Ryan Clacher</p>	 <p>Fiona Hansen</p>
Co-opted members		
Tbc	Tbc	Tbc
Tbc	Tbc	Tbc

SAICA INTERNATIONAL REGION COUNCIL CHARTER

1. INTRODUCTION

1.1 The SAICA International Region Council (“the Council”) is established in terms of paragraph 6 of the SAICA By-Laws (“the By-laws”) to the SAICA Constitution (“the Constitution”).

The Council’s area of responsibility covers the International Region (“the Region”) and its 3 (three) Sub-regions (“the Sub-regions”), and all the CAs(SA) resident in those three Sub-regions (“the IR Members”).

The Sub-regions comprise:

- EMEA (Europe, Middle East and Africa);
- The Americas (North America, South America and the Caribbean), and
- ASPAC (Countries within Asia and Oceania, which includes Australia and New Zealand).;

1.2 The Council’s Charter (“the Charter”) is not intended to replace or amend the Constitution or any part of the By-laws in any way whatsoever. In the event of a conflict between the Charter and the Constitution and the By-laws, the Constitution and By-laws shall prevail, and

1.3 Words and phrases defined in the Constitution and the By-laws will have the same meaning for purposes of this Charter, unless the context indicates otherwise.

2. PURPOSE OF THE CHARTER

The purpose of the Charter is to set out the mandate, composition and functions of the Council.

3. MANDATE OF THE COUNCIL

The primary roles of the Council are:

- to facilitate, and coordinate, the active participation of the IR Members in the SAICA functional and technical committees (as may be formed from time to time) in the Region and Sub-regions;
- to work, in conjunction with SAICA, to implement SAICA’s strategy through facilitating appropriate activities in the Region and Sub-regions, including networking and social events, knowledge sharing events and community-based activities, and
- to represent the interests of the IR Members and advance their professional development.

In representing the interests of the IR Members, and advancing their professional development, the Council shall, inter alia:

3.1 serve as a consultative forum and shall:

- consider matters relating to the strategy of SAICA's Board ("the Board") and the Profession, and
- advise the SAICA National Council ("the National Council") on the results of such considerations;

3.2 consider input from its Regional and Sub-regional committees and forums, and other relevant sources, and report such considerations to the National Council which will, in turn, communicate the Council's input to the Board;

3.3 assist the National Council in communications between IR Members and both the National Council and the Board;

3.4 establish, through the SAICA International Regional Executive ("the RE"), SAICA country committees in the Region, and Sub-regions, where appropriate groupings of IR Members exist;

3.5 assist with, and monitor the implementation of, SAICA's strategy in the Region and Sub-regions;

3.6 ensure, as far as is possible, that adequate services are being offered to IR Members;

3.7 make recommendations to the National Council for the award of long service, and honorary life, membership to IR Members;

3.8 appoint additional IR Members, for each Sub-region, to the Council from time to time, and

3.9 work with SAICA to implement SAICA initiatives in the Region and Sub-regions.

4. COMPOSITION OF THE COUNCIL

4.1 The Council shall consist of a minimum of 6 (six) IR Members, 2 (two) from each of the Sub-regions, appointed in accordance with the provisions of this Charter, the Constitution and the By-laws, and with due recognition of the entrenched rights of IR Members;

4.2 The minimum 2 (two) IR Members for each Sub-region shall comprise:

- (i) the IR Member representative for each Sub-region ("the Sub-region representative"), as voted for by the IR Members in the particular Sub-region, and
- (ii) an IR Member chosen by the Sub-region representative, after consultation with the RE, for each of the Sub-regions;

4.3 The Council may choose to appoint additional Council members from time to time, based on the requirements of the Council. Any such decision shall be by majority vote of Council members;

4.4 The Council shall consist of a maximum of not more than 12 (twelve) IR Members.

4.5 The Council shall strive to reflect the demographics of the Region and Sub-regions in its membership;

4.6 The Board shall have the right to suspend or remove any member of the Council, or to require a Council member to recuse himself or herself from certain proceedings of the Council, whenever the Board deems this to be appropriate, and

4.7 A Council member shall at all times act in SAICA's best interests.

5. MEMBERSHIP TERMS OF THE COUNCIL MEMBERS

5.1 The Sub-region representatives, as elected in accordance with 4.2(i) above, shall hold office for a period of 2 (two) years.

Subsequent Sub-region representatives will be elected, for the next 2 (two) year period, in IR Member voting processes organised and coordinated by SAICA.

There is no prohibition against any current Sub-region representative putting himself or herself forward for re-election;

5.2 Council members other than the Sub-region representatives shall be chosen by majority vote of the Council members. Each Council member chosen in this way shall hold office for a period of 2 (two) years.

The membership terms of those Council members other than the Sub-region representatives may be renewed by SAICA, in SAICA's sole and absolute discretion, after consultation with the RE, for a further period of up to 2 (two) years;

5.3 Each Sub-region representative elected by IR Member vote in the relevant Sub-region will represent that Sub-region in the National Council. The Sub-region representative so elected is required to sit on both the Council and the National Council.

5.4 Should a Sub-region representative resign from the Council, he or she would also be required to resign from the National Council, and vice versa. A process would be initiated, and coordinated, by SAICA to elect a new Sub-region representative for that particular Sub-region.

6. FUNCTIONING OF THE COUNCIL

6.1 The Sub-region representatives shall elect, from among their number, a Council chairperson;

6.2 The Council shall meet at least 3 (three) times a year;

6.3 The chairperson may call additional meetings upon a reasonable request from any Council member;

6.4 The Council shall cause proper minutes to be kept of all Council meetings and shall make such minutes available to SAICA and the National Council;

6.5 A quorum shall comprise any 3 (three) Council members representing sub-Regions;

6.6 Decisions shall be taken by majority vote of the Council members taking part in any Council meeting. Should a vote result in a tie, the chairperson shall cast a deciding vote, and

6.7 The Council shall have the right, whenever the Council deems it appropriate to do so, to:

- (i) suspend or remove any member of the Council other than the Sub-region representatives, or
- (ii) require a Council member participating in a Council meeting to recuse himself or herself from the consideration of any matter in that meeting.

Council decisions made in terms of 6.7(i) above shall be by majority vote of all Council members.

Council decisions made in terms of 6.7(ii) above shall be by majority vote of the Council members participating in the particular meeting.

Should the Council member who has been removed or suspended, under 6.7(i) above, feel aggrieved, he or she has the right to lodge an appeal with the RE.

Should the Council member who has been removed or suspended disagree with the RE's decision, he or she has the right to lodge an appeal with the Senior Executive: Member Engagement, whose decision shall be final;

6.8 The RE and other SAICA executives may attend IR Council meetings as ex-officio members

7. DISSOLUTION OF THE COUNCIL

The Council may be dissolved by a decision of either:

- the majority of the members of the Council, with all the Sub-region representatives being in favour of such course of action, or
- the Board.

8. REVIEW OF CHARTER

The Council Charter shall be reviewed annually and shall be placed on SAICA's website.