



# NATION BUILDING

IMPACT REPORT  
2018

#APROFESSIONOFNATIONALVALUE

 **SAICA**  
THE SOUTH AFRICAN INSTITUTE  
OF CHARTERED ACCOUNTANTS  
develop.influence.lead.

"I ALONE CAN NOT CHANGE THE WORLD, BUT I CAN CAST A STONE ACROSS THE WATERS TO CREATE MANY RIPPLES."

~ MOTHER TERESA

# CONTENTS

01

## STRATEGIC ALIGNMENT

MESSAGE FROM THE EXECUTIVE DIRECTOR: NATION BUILDING

07

02

## THUTHUKA

OVERVIEW	12
VALUE PROPOSITION	12
THUTHUKA'S IMPACT ON THE SAICA VALUE CHAIN (SINCE INCEPTION)	14
SCHOOL INITIATIVE IMPACT	16
SCHOOL ECOSYSTEM	17
TOTAL SCHOOL INTERACTIONS 2018	18
KEY SCHOOL PROGRAMMES	18
SCHOOL PROGRAMME HIGHLIGHTS	20
UNIVERSITY INITIATIVE IMPACT	21
UNIVERSITY ECOSYSTEM	22
TOTAL UNIVERSITY INTERACTIONS 2018	23
KEY UNDERGRADUATE PROGRAMMES	23
KEY POSTGRADUATE PROGRAMMES	24
UNIVERSITY HIGHLIGHTS	26
SUCCESS STORIES	30
HOW THUTHUKA CONTRIBUTES TO THE NDP AND THE UN SDGS	34

# CONTENTS

CONTINUED



## 03

### PROFESSIONAL DEVELOPMENT UNIT

OVERVIEW	38
VALUE PROPOSITION	38
PROFESSIONAL DEVELOPMENT UNIT'S IMPACT 2018	39
RACIAL REPRESENTATION OF MEMBERSHIP UNDER THE AGE OF 35	39
FORMAL ACADEMIC PROGRAMME AT HIGHER EDUCATION INSTITUTIONS	39
BUILDING THE NEXT GENERATION OF ACADEMICS IN ACCOUNTING	41
QUALIFYING EXAMINATIONS	42
TRAINING PROGRAMME	43
ENSURING ENTRY LEVEL CAS REMAIN RELEVANT	45
HIGHLIGHTS	46
SUCCESS STORIES	47
HOW THE PROFESSIONAL DEVELOPMENT UNIT CONTRIBUTES TO THE NDP AND THE UN SDGS	48



## 04

### THE IKUSASA STUDENT FINANCIAL AID PROGRAMME (ISFAP)

OVERVIEW	52
VALUE PROPOSITION	52
THE ISFAP JOURNEY	53
ISFAP IMPACT	54
ISFAP ECOSYSTEM	54
TOTAL ISFAP INTERACTIONS 2018	56
ISFAP STUDENT DISTRIBUTION INTO DEGREES LEADING TO OHDS (2017 AND 2018)	56
HIGHLIGHTS	57
SUCCESS STORIES	58
HOW ISFAP CONTRIBUTES TO THE NDP AND THE UN SDGS	60



## 05

### ACCOUNTING TECHNICIAN SOUTH AFRICA (AT(SA))

OVERVIEW	64
VALUE PROPOSITION	64
AT(SA)'S IMPACT ON THE SAICA VALUE CHAIN (SINCE INCEPTION)	66
AT(SA) IMPACT	68
AT(SA) ECOSYSTEM	69
TOTAL AT(SA) INTERACTIONS 2018	70
KEY AT(SA) INITIATIVES	71
CHAIRMAN'S NOTE	72
HIGHLIGHTS	72
SUCCESS STORIES	74
HOW AT(SA) CONTRIBUTES TO THE NDP AND THE UN SDGS	76



## 06

### THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT

OVERVIEW	80
VALUE PROPOSITION	80
THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT'S IMPACT ON THE SAICA VALUE CHAIN (SINCE INCEPTION)	82
THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT'S IMPACT	84
THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT ECOSYSTEM	86
BACK-OFFICE ACCOUNTING SUPPORT ECOSYSTEM	86
TOTAL ENTERPRISE DEVELOPMENT INTERACTIONS 2018	88
KEY ACCOUNTING SUPPORT INITIATIVES	88
KEY SMME SUPPORT INITIATIVES	89
HIGHLIGHTS	90
SUCCESS STORIES	93
HOW THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT CONTRIBUTE TO THE NDP AND THE UN SDGS	98



## 07

### COMMUNITY PROJECTS

TOTAL COMMUNITY OUTREACH INTERACTIONS DURING 2018	102
KEY COMMUNITY OUTREACH INITIATIVES	102
HOW SAICA'S COMMUNITY PROJECTS CONTRIBUTE TO THE NDP AND THE UN SDGS	104



## 08

### THOUGHT LEADERSHIP

THE ACCOUNTING PROFESSION AND THE SDGS	108
PROMOTING A CULTURE OF RESPONSIBLE LEADERS	108
HOW NATION BUILDING'S THOUGHT LEADERSHIP INITIATIVES CONTRIBUTE TO THE NDP AND THE UN SDGS	109



## 09

### SAICA NATION BUILDING IN THE MEDIA

MEDIA COVERAGE BREAKDOWN	113
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## 10

### GOVERNANCE AND RISK MANAGEMENT

HOW SAICA IS CONSTITUTED	116
SAICA GOVERNANCE STRUCTURE	116
ENTITY BOARDS	117
GOVERNANCE AND RISK MANAGEMENT	118



## 11

### POWERFUL PARTNERSHIPS

THANK YOU TO THE FOLLOWING ORGANISATIONS FOR PARTNERING WITH US ON OUR JOURNEY	122
B-BBEE CODES AND THE CA CHARTER	126

01



CHANTYL MULDER

# STRATEGIC ALIGNMENT

MESSAGE FROM THE EXECUTIVE DIRECTOR:  
NATION BUILDING

## DEAR FRIENDS

Normally, when I sit down to pen my annual letter, it gives me the chance to evaluate our success over the previous year and identify areas of improvement.

But this year, my letter comes at a time of great introspection. The chartered accountancy profession, which has always been a symbol of integrity and a beacon of trust and inspiration, has come under fire. The bad behaviour of a select number of chartered accountants with the CA(SA) designation has cost our profession its reputation and created a massive trust deficit.

While there are bad apples who have failed to place the public's interest above their own, the reality is that we continue to be a profession that 'supports the development of the South African economy'.

This is why, as the Executive Director who heads up the national imperative projects of the South African Institute of Chartered Accountants (SAICA), the responsibility falls on me today to remind you of the great strides and successes this profession has made, and continues to make, in serving the public.

### NEVER BEFORE HAS IT BEEN MORE IMPORTANT TO DEMONSTRATE THE VALUE OF THIS PROFESSION

On behalf of the profession, and under its Nation Building umbrella, SAICA runs numerous initiatives that champion solutions for transformation, quality education, decent employment and economic growth. These initiatives are directly informed by the following key challenges flagged in the National Development Plan (NDP) as major stumbling blocks in the way of the country's development:

- The poor quality of education for black people
- An unsustainably resource-intensive economy created by the fact that too few people work
- The need for improved skills development, and
- Public services that are uneven and often of poor quality.

### OUR SUCCESSES HAVE BEEN IMMENSE

As a profession, we have created viable and successful models for a variety of projects that contribute towards the NDP including:

- Our Thuthuka Bursary Fund model, which government is using as its solution for South Africa's tertiary education funding crisis.
- Our school governing body programme, which is used by the public sector as part of a solution for South Africa's youth unemployment crisis.

- Our unique financial excellence model, which drives economic growth, innovation and job creation through SMME development.
- The CA Charter, a 'fit for purpose' piece of legislation, that will create a suitable solution for the profession's transformation mandate.

The list goes on... and, over the past three years, we have elevated our efforts even further.

Propelled by our belief that nation building is about much more than merely a united vision for the country, we have aligned our projects to the ambitious framework of the 17 Sustainable Development Goals (SDGs) of the United Nations (UN).

In working to achieve the broader objectives of both the South African government and the UN, SAICA continues to embrace its purpose of 'responsible leadership' by building an inclusive society that provides equal opportunities for all.

### FOR THE PAST 17 YEARS, SAICA NATION BUILDING HAS EARNED YOUR TRUST. WE COMMIT TO CONTINUING THAT LEGACY

Today, I proudly reaffirm SAICA's continued commitment to serving in the public's interest.

As we have done for the past 17 years, SAICA will continue to step forward to support the people of South Africa with a particular focus on projects that reduce poverty, deliver quality education; create decent work and employment, build strong institutions, and support the work of key stakeholders through our strategic partnerships.

I hope the 2018 Nation Building Impact Report will remind you of the true value of our profession. I hope that you will be energised by the stories of those people who lives our projects have had an impact on, and that this will inspire you with visions of a glorious future.

For those of you who have tirelessly committed your time, energy and resources towards the success of our projects, I thank you. For the many of you who are new to SAICA Nation Building, welcome. I look forward to working with all of you as we join hands to build our nation.

**We are a profession of national value.**

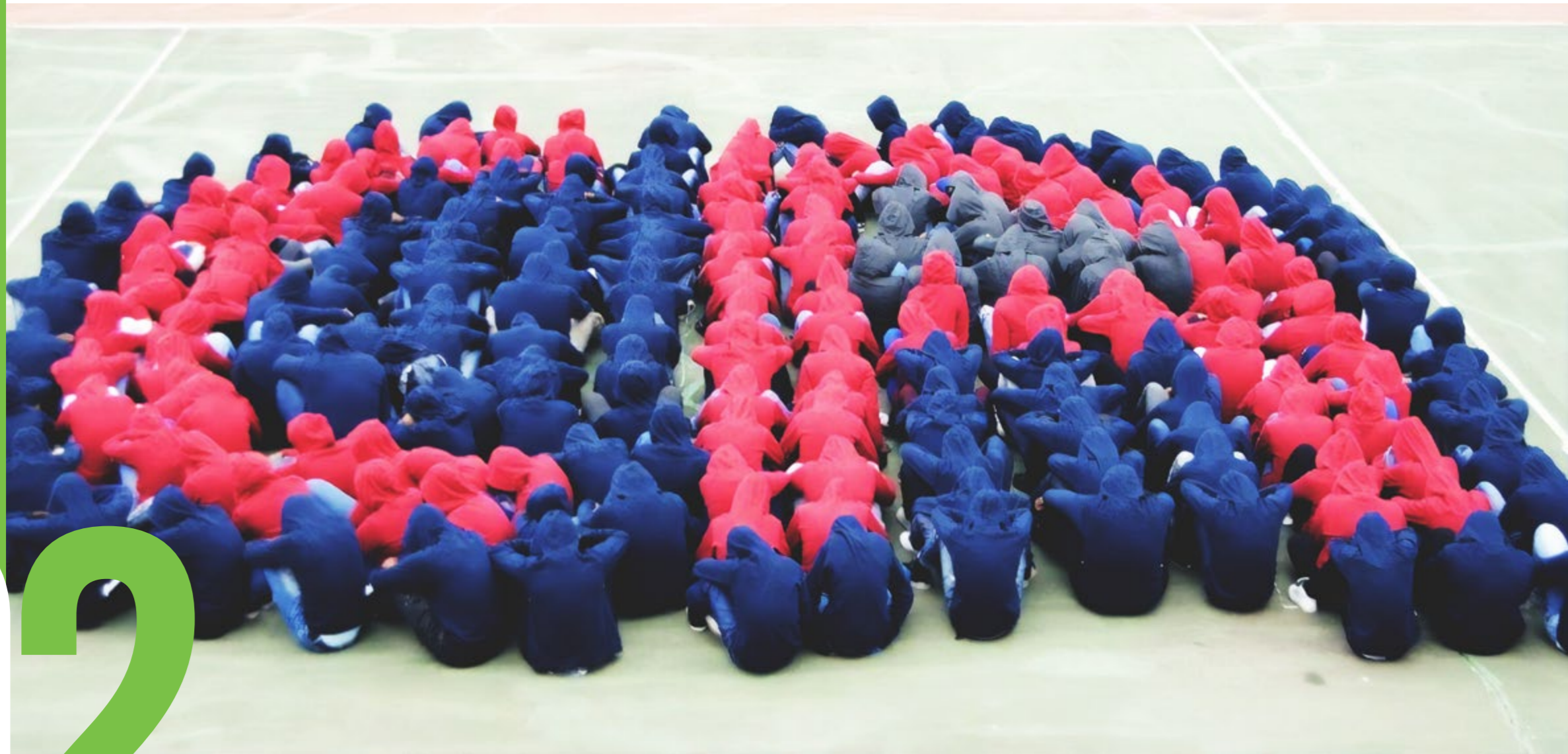
Sincerely,



CHANTYL MULDER, CA(SA)  
EXECUTIVE DIRECTOR: NATION BUILDING



# 02



Learners at the North West Development Camp reveal their ultimate goal – to become a CA(SA)

## THUTHUKA

## OVERVIEW

As a critical stakeholder in society, SAICA has undertaken the responsibility of ensuring that there is a consistent flow into the economy of adequately and suitably qualified accounting professionals who are representative of the country's demographics.

Creating a pipeline of CAs(SA) requires various skills development initiatives at primary, high school and tertiary education level.

To drive this process and ensure its proper governance, SAICA established the Thuthuka Education Upliftment Fund (TEUF) in 2002. The Thuthuka Bursary Fund (TBF) operates under TEUF.

## VALUE PROPOSITION

Thuthuka's value proposition is to sustain the future of the chartered accountancy profession and transform its demographics by:

- advancing education;
- empowering youth; and
- sustaining the future of the chartered accountancy profession

THUTHUKA', A ZULU VERB MEANING 'TO DEVELOP,' REFLECTS THE ACTION-BASED PERSPECTIVE WITH WHICH TRANSFORMATION IN THE ACCOUNTING PROFESSION IS BEING DRIVEN.



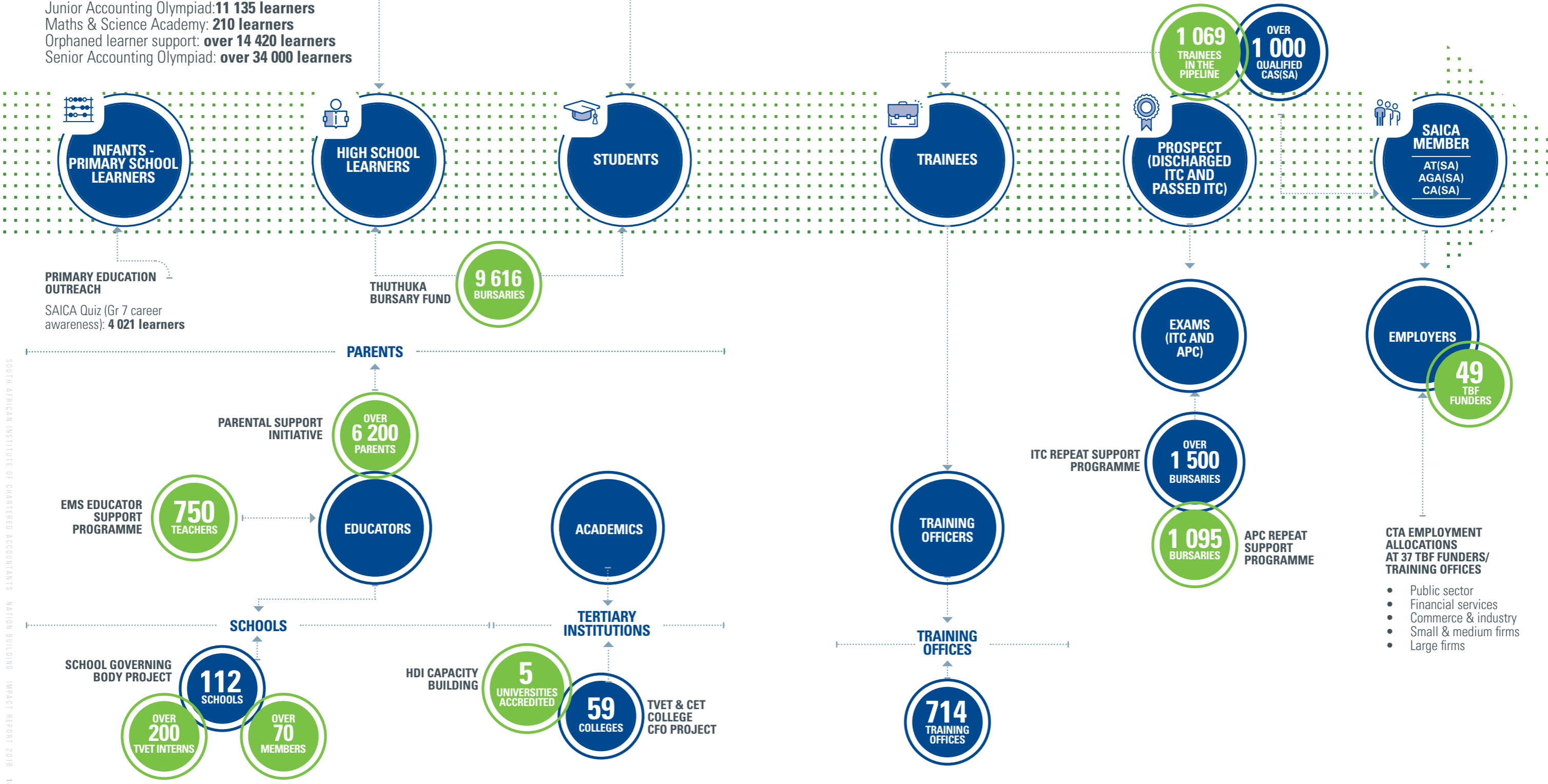
# THUTHUKA IMPACT ON THE SAICA VALUE CHAIN (SINCE INCEPTION)

## SECONDARY EDUCATION OUTREACH

Business development games: **5 230 learners**  
 Career awareness: **over 1 million learners**  
 Development camps: **over 26 000 learners**  
 Junior Accounting Olympiad: **11 135 learners**  
 Maths & Science Academy: **210 learners**  
 Orphaned learner support: **over 14 420 learners**  
 Senior Accounting Olympiad: **over 34 000 learners**

## TERTIARY EDUCATION PROGRAMMES

Undergraduate: **Over 3 000 bursaries**  
 Full-time CTA Programme: **3 682 bursaries**  
 Part-time CTA Programme: **1 577 bursaries/support**  
 Student Leadership Summit: **300 students (top 30 per year)**  
 University support programme: **Bursaries/ students supported**  
 Capacity-building programmes at HDIs: **8 608 bursaries**





## SCHOOL INITIATIVE IMPACT



THUTHUKA'S SCHOOL PROJECTS HAVE TWO KEY MESSAGES:

**MATH MATTERS**

**CHOOSE CA(SA)**



THROUGH VARIOUS PROJECTS THUTHUKA HAS A PRESENCE IN

**65% OF SOUTH AFRICAN HIGH SCHOOLS\***



IT HAS HAD AN IMPACT ON THE LIVES OF MORE THAN **1 MILLION LEARNERS OVER THE PAST 17 YEARS.**



**THANK YOU**

THUTHUKA DONORS FOR YOUR ONGOING SUPPORT & MAKING THESE PROJECTS POSSIBLE.

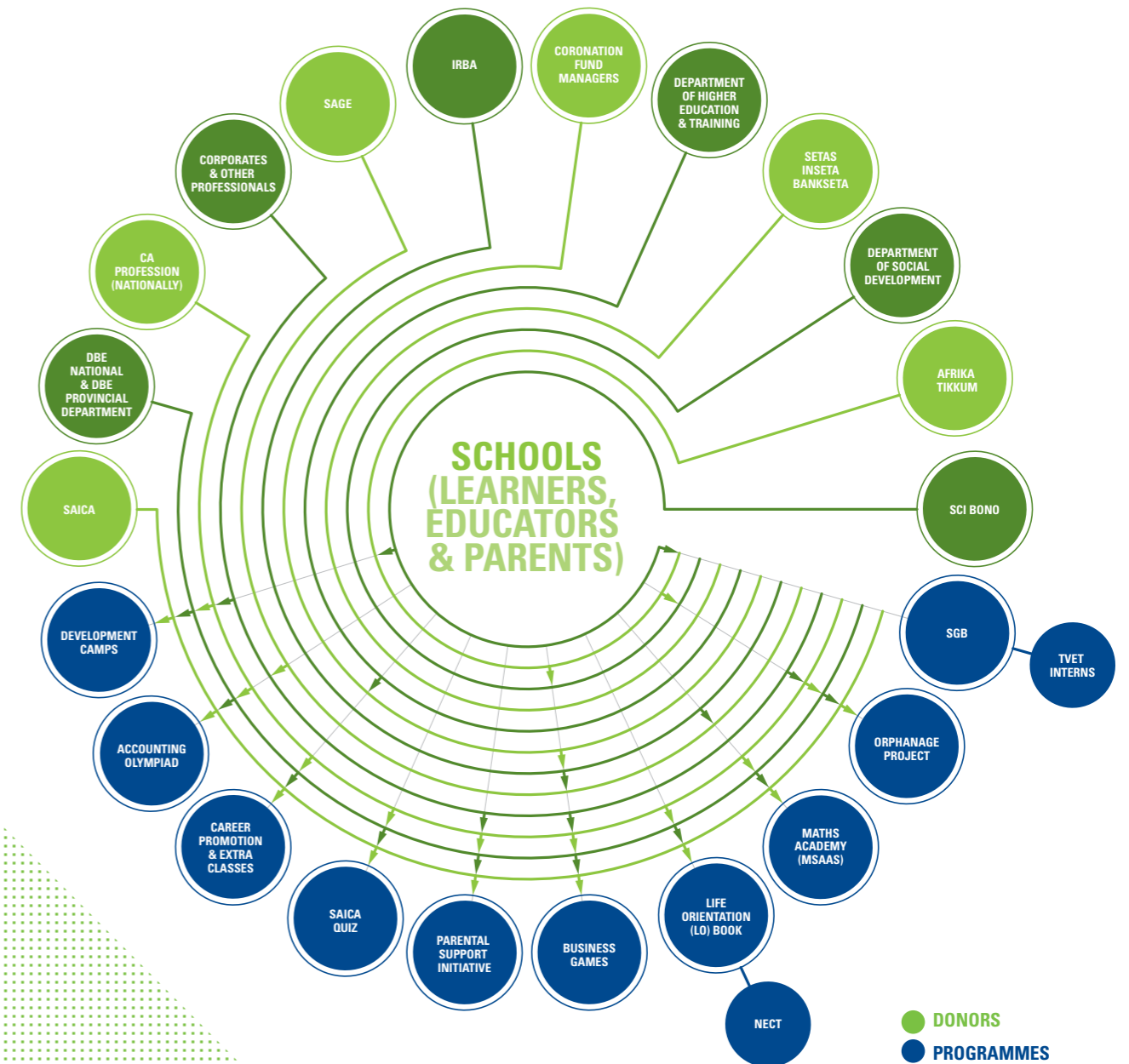
\*SAICA LIMITS ITS INTERACTIONS TO HIGH SCHOOLS THAT ACHIEVED A 60% PASS RATE IN MATHEMATICS IN THE PREVIOUS YEAR'S MATRIC RESULTS.



## SCHOOL ECOSYSTEM

### True collaboration – schools

The strength of all the school programmes run by Thuthuka is based on the support of powerful partnerships. The initiatives are linked to the beneficiaries through a network of relationships developed over many years. Through the power of collective collaboration, the complex structure is indicative of a strong network supporting value-creating initiatives.



# TOTAL SCHOOL INTERACTIONS 2018

**2 778**  
PARENTS 

**5 021**  
SCHOOLS\* 

**500**  
TEACHERS 


**90 861**  
LEARNERS 

\*HIGH SCHOOLS THAT ACHIEVED A 60% PASS RATE IN MATHS IN THE PREVIOUS YEAR'S MATRIC RESULTS

## KEY SCHOOL PROGRAMMES

### ACCOUNTING OLYMPIADS

Making accounting an exciting subject choice for grades 9, 11 and 12

**1 555** LEARNERS  
**156** SCHOOLS 


### BUSINESS GAMES

Teaching entrepreneurial skills  
Funded by Coronation Fund Managers

**1 481** LEARNERS  
**274** SCHOOLS 

### CAREER AWARENESS

Roadshows, school visits, symposiums, etc.

**75 369** LEARNERS  
**2 066** SCHOOLS 

### DEVELOPMENT CAMPS

Developing maths and accounting skills for grades 11 and 12

**2 918** LEARNERS  
**8** PROVINCES 

### ECONOMIC AND MANAGEMENT SCIENCES (EMS) EDUCATOR WORKSHOPS

Teaching entrepreneurial skills

**250** TEACHERS 

### LIFE ORIENTATION (LO) SCHOOL BOOK

Textbook and teaching guide for grades 8 and 9 LO curriculum

**150 000** COPIES 

### MATHS & SCIENCE ACADEMY OF ALEXANDRA SCHOOL

Grade 10, 11 and 12 supplementary maths, English, science and accounting lessons for schools in Alexandra  
Funded by IRBA

**210** LEARNERS  
**5** SCHOOLS 

### PARENTAL SUPPORT INITIATIVE

Teaching parents the importance of the right subject choice

**2 778** PARENTS 

### SAICA QUIZ

Testing the numerical literacy rate of South Africa's Grade 7 learners

**3 130** LEARNERS  
**296** SCHOOLS 

### SCHOOL GOVERNING BODY (SGB) PROGRAMME

Helping schools improve their financial management and governance

**112** SCHOOLS  
OVER 200 TVET INTERNS EMPLOYED  
46 CA(SA) MEMBERS MENTORING INTERNS 

### NUMBER OF MATRIC LEARNERS ENROLLED FOR MATHS WHO ENROLLED IN A SAICA-ACCREDITED UNDERGRADUATE PROGRAMME (2015-2018)

Maths enrolments for 2017	245 103		
Maths passes > 60% for 2017	32 034	<b>13%</b>	% of total maths enrolments > 60% maths
		<b>22%</b>	% of total maths > 60% enrolled in CA programmes

### 2016 MATHS VS 2017 1ST YEAR ENROLMENTS

Maths enrolments for 2016	265 810		
Maths passes > 60% for 2016	33 511	<b>13%</b>	% of total maths enrolments > 60% maths
		<b>23%</b>	% of total maths > 60% enrolled in CA programmes

### 2015 MATHS VS 2016 1ST YEAR ENROLMENTS

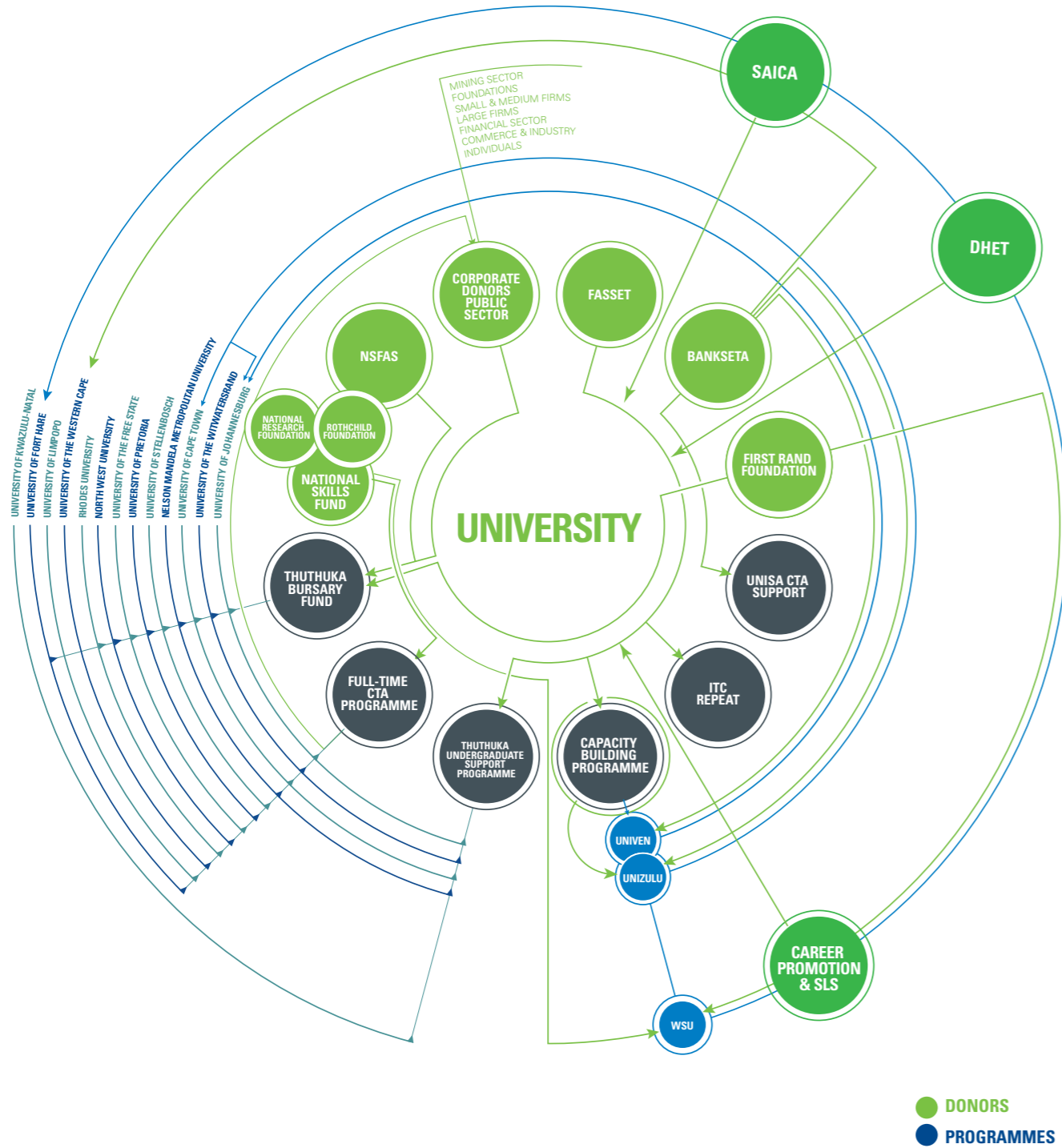
Maths enrolments for 2015	268 799		
Maths passes > 60% for 2015	31 617	<b>12%</b>	% of total maths enrolments > 60% maths
		<b>26%</b>	% of total maths > 60% enrolled in CA programmes



# UNIVERSITY ECOSYSTEM

## TRUE COLLABORATION – UNIVERSITIES

As is the case of the Thuthuka school programmes, the success of Thuthuka’s university programmes depend on the support of powerful partnerships. The university initiatives are also linked to the beneficiaries through a network of relationships that Thuthuka has developed over many years. The collaboration nurtured by the strong network supports Thuthuka’s value-creating initiative.



# TOTAL UNIVERSITY INTERACTIONS 2018

OVER **2 900** STUDENTS  | **17** UNIVERSITIES  | **80** ACADEMICS 

## KEY UNDERGRADUATE PROGRAMMES

### CAPACITY-BUILDING PROGRAMMES

Building capacity at historically disadvantaged institutions (HDIs) through accreditation

**817** STUDENTS FUNDED AT WSU, UNIZULU & UNIVEN 

### CAREER PROMOTION

Enhancing the awareness of the CA(SA) designation among BCom accounting students

**17** UNIVERSITIES 

### STUDENT ‘COURAGEOUS CONVERSATIONS’

University activations in the form of lecture panel discussions with qualified CAs(SA). The purpose of these sessions is to instill the value of responsible leadership in the next generation of CAs(SA) and address key issues of concern around the profession

**2<sup>ND</sup> OR 3<sup>RD</sup> YEAR STUDENTS AT 8 UNIVERSITIES** 

### STUDENT LEADERSHIP SUMMIT (SLS)

Provides students and business leaders with a unique opportunity to share ideas and engage with one another as students are placed into scenarios where they need to demonstrate responsible leadership

Main sponsors: Deloitte, Pick ‘n Pay & SAICA 

**243 STUDENTS ENTERED**

**17 UNIVERSITIES**

**45 BUSINESS LEADERS**

### THUTHUKA BURSARY FUND

Financially supporting academically and financially deserving African and Coloured students through their university studies so they can realise their dream of becoming CAs(SA)

**775** STUDENTS FUNDED 

**10** UNDERGRADUATE UNIVERSITIES 

## KEY POSTGRADUATE PROGRAMMES

### FULL-TIME CERTIFICATE IN THE THEORY OF ACCOUNTING (CTA) PROGRAMME

Financially supporting successful TBF and Capacity Building undergraduate beneficiaries who have met the entry requirements to complete their postgraduate degree

Funded by National Research Foundation and the Rothschild Foundation

**524**  
STUDENTS FUNDED



**12**  
POSTGRADUATE UNIVERSITIES



### THUTHUKA STUDENTS IN CTA TOP 10

#### RHODES UNIVERSITY

**5<sup>TH</sup>**  
NOXOLO SOKWEBA



**7<sup>TH</sup>**  
LUTHO MACINGWANA & AMANDA MASUKU



**8<sup>TH</sup>**  
VINCENT NDEBELE



**10<sup>TH</sup>**  
CHRISTOPHER KALE & VUYOLWETHU MNDAWO



#### UNIVERSITY OF LIMPOPO

**1<sup>ST</sup>**  
BONGANI MATLHAKWANA



**2<sup>ND</sup>**  
MAELELETSE NATHANIEL MOKGALAKA



**3<sup>RD</sup>**  
NEO MAMALEMA JAPHTA TEMA



**4<sup>TH</sup>**  
MAANO EMANUEL MAKUYA



**5<sup>TH</sup>**  
MAKGOBADI MAKGABA



**9<sup>TH</sup>**  
LESETJA KAMOGILO MANYATHELA



**10<sup>TH</sup>**  
MPHO RAMUKHESA



#### UNIVERSITY OF WITWATERSRAND

**7<sup>TH</sup>**  
PHUTHI MOLOTO



#### UNIVERSITY OF THE WESTERN CAPE

**1<sup>ST</sup>**  
AFIKA DUKADA



**2<sup>ND</sup>**  
LUNGELO PHIWAYINKOSI HLOPHE



**4<sup>TH</sup>**  
NELISWA DLADLA



**5<sup>TH</sup>**  
ABDUL MUQTASID ANTULAY



**6<sup>TH</sup>**  
KYLE CODY



**8<sup>TH</sup>**  
CHELSEA LAIKEN



**9<sup>TH</sup>**  
SAVANNAH HILL



**10<sup>TH</sup>**  
FAGHAANAH ALEXANDER



### ITC SUPPORT PROGRAMMES

Funded by Fasset

Part-time intense academic and skills support for repeat ITC candidates

**220**  
CANDIDATES SUPPORTED



### CAPACITY-BUILDING PROGRAMMES

CTA (honours) students who completed their undergraduate degree at the three SAICA-supported HDIs, pursue their Certificate in the Theory of Accounting (CTA) at TBF universities accredited with a CTA programme

**108**  
STUDENTS FUNDED



**46**  
CANDIDATES PASSED ITC



**9**  
CANDIDATES PASSED THE APC AND WILL QUALIFY AS CAS(SA) BY DECEMBER 2019



### CTA EMPLOYMENT ALLOCATIONS (TBF FUNDERS/TRAINING OFFICES)

A condition of the TBF contract is that TBF-funded students fulfil their training contract at one of the TBF donors around the country

**283**  
NEWLY ALLOCATED TBF TRAINEES IN 2018  
(SEE MAP ON PAGE 26 TO SEE WHERE THESE TRAINEES ARE ALLOCATED)



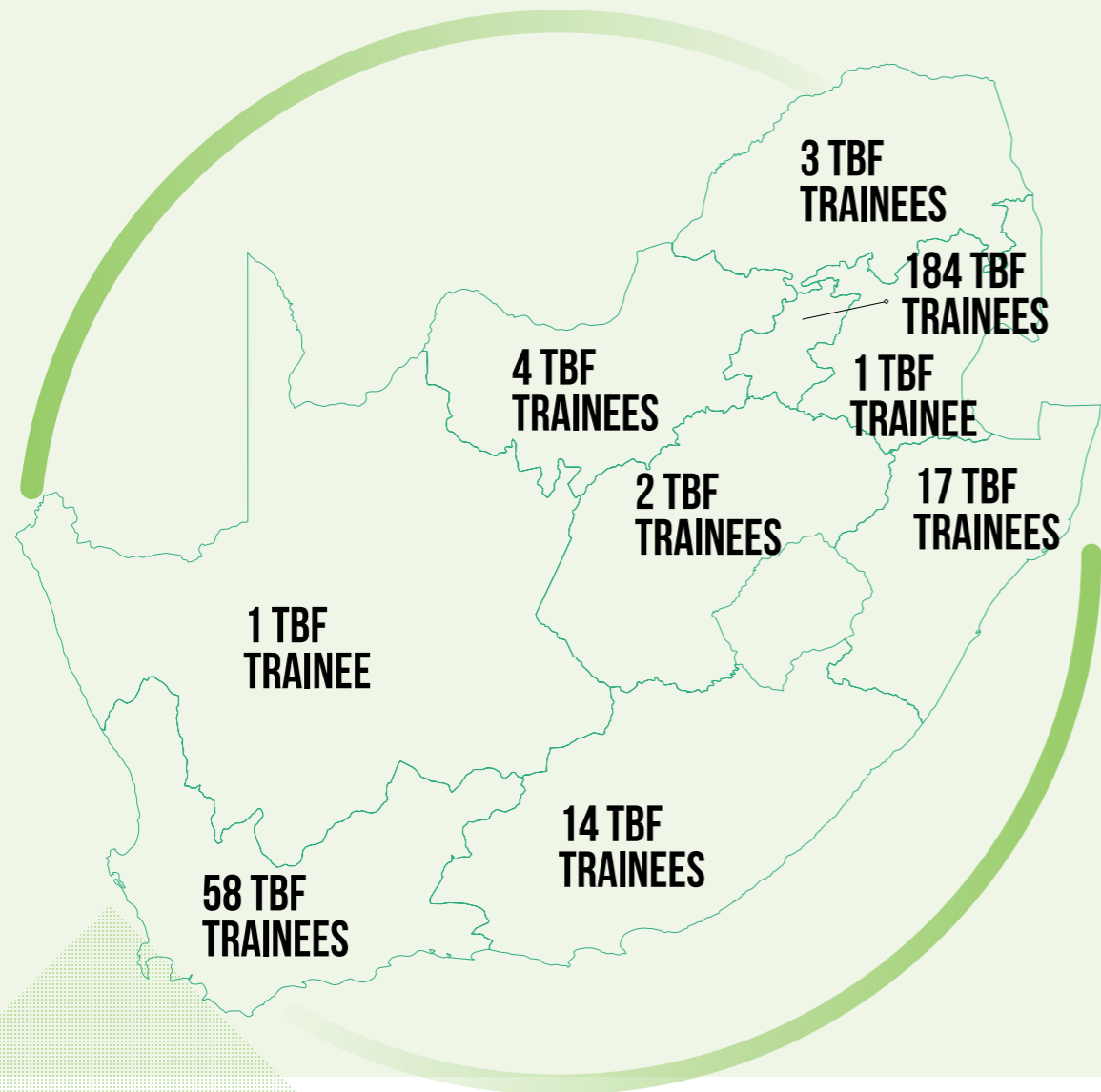
**1 069**  
TOTAL TBF TRAINEES IN 2018  
(2016-2018 PIPELINE)



**37**  
DONOR TRAINING OFFICES



## WHERE 2018'S NEWLY ALLOCATED TBF TRAINEES CAN BE FOUND



## UNIVERSITY HIGHLIGHTS

### UNIVERSITY OF ZULULAND (UNIZULU) ACCREDITED TO PRODUCE CHARTERED ACCOUNTANTS

In August 2018, the University of Zululand (UNIZULU), together with SAICA and the Banking Sector Education and Training Authority (BANKSETA) celebrated the SAICA accreditation of the university's BCom (Accounting Science) undergraduate degree.

The accreditation means that, as of 2018, any student with a UNIZULU BCom (Accounting Science) undergraduate degree should be eligible to study for their

postgraduate degree (CTA, or equivalent) without needing to complete a bridging course or programme at a university that offers such SAICA-accredited programmes, provided that they meet the entry requirements of that university.

UNIZULU's accreditation was possible through the collaboration, partnership and hard work of:

- the BANKSETA that invested R95 million in this project over a seven-year period;
- the University of Cape Town (UCT) that entered into a partnership with UNIZULU to provide the appropriate capacity-building support and development of staff; and



**UNIZULU academics celebrate its SAICA accreditation**  
Academic staff from UNIZULU's Faculty of Commerce

- UNIZULU's leadership, whose vision and continued support for the implementation of this capacity-building project made it possible to reach the goal.

With accredited programmes available at both KwaZulu-Natal's universities (UNIZULU and the University of KwaZulu-Natal), the province's prospective CAs(SA) no longer have to move to other provinces to pursue a degree in chartered accountancy. This will help keep talented individuals from migrating to other city centres to find work and will, in turn, assist in boosting KZN's economy.

### WSU accreditation: a massive boost for the Eastern Cape

Walter Sisulu University (WSU) achieved SAICA accreditation for its BCompt (Accounting Sciences) degree in 2017, but due to unforeseen circumstances was only able to celebrate this milestone achievement in 2018.

Speaking at the celebratory event, Chantyl Mulder, expressed her pride and excitement as well as the chartered accountancy profession's satisfaction at the institution's achievement, and congratulated the team who made WSU's accreditation possible:

'SAICA's expectation is that, on average, it takes between five and seven years of hard work, funding, partnership and commitment from top leadership all the way down to students for a historically disadvantaged institution (HDI) like WSU to acquire and develop the necessary resources to deliver a quality undergraduate degree meeting the SAICA accreditation review process. By achieving this in just five years, the WSU accreditation partners have done an outstanding job of collaboration towards the betterment of our youth.'



**Changing the education landscape of the Eastern Cape**  
From left: WSU Head of Department Chartered Accounting department, Francis Kwahene; SAICA Executive Director: Nation Building, Chantyl Mulder; master of ceremonies: Vizet Dlambevu; student beneficiary of the project, Zukhanya Tyaka; SAICA Acting CEO, Fanisa Lamola; student beneficiary of the project, Sisamkele Mcinga; and WSU Vice-Chancellor, Professor Rob Midgley

### University of KwaZulu Natal (UKZN) achieves top accreditation rating for its under- and postgraduate degree

SAICA assesses and monitors the relevant programmes of higher education institutions/universities on an annual basis. This is done through a process of annual self-evaluation by each provider or university offering an accredited programme, and through a monitoring visit at least once during every five-year cycle. The third accreditation and monitoring cycle commenced in 2016, and it was during the 2018 monitoring visit that UKZN was able to demonstrate significant improvement in some of the key criteria, enabling SAICA to re-rate its programmes from a Level 2 (accredited but requiring improvement) to a SAICA-rating to Level 1 (full accreditation).



**A new dawn for tertiary education in KZN**  
Professor Mabutho Sibanda, UKZN Dean and Head of the School of Accounting, Economics and Finance

**University of KwaZulu Natal(UKZN) achieves top accreditation rating for its under- and postgraduate degree - continued**

Speaking on the successful turn-around strategy implemented by the UKZN School of Accounting, Economics and Finance in response to concerns raised around the low throughput rate, the School's Dean and Head, Professor Mabutho Sibanda, said bilingual tutorials and other interventions were introduced to accommodate second-language English speakers. In addition, financial assistance was made available in the form of bursaries and funds for textbooks to students from disadvantaged backgrounds. All these interventions have enabled UKZN to continue to contribute meaningfully to the transformation of the accounting profession.



**SLS winners with members of the profession**

From left: Asanda Mhluzi (3rd place), Mia Nosipho Makhanya (BANKSETA chairperson), Moagi Mpshe (Deloitte: Head of Graduate Recruitment), Lungelo Ngobese (winner), Gugu Makhanya (SAICA Senior Executive), Vusi Nkabinani (Governance & Compliance Manager at PRASA) and Ashleigh Langton (2nd place)

You can read their winning essays here:



[https://www.saica.co.za/portals/0/documents/SAICA\\_Brochure\\_2018.pdf](https://www.saica.co.za/portals/0/documents/SAICA_Brochure_2018.pdf)

**Stellenbosch University's Lungelo Ngobese wins 2018 Student Leadership Summit (SLS)**

One of SAICA's main objectives is to instill the value of responsible leadership in all of those who are part of the profession already, as well as in those who are working towards entering it. It is against this backdrop that SAICA launched the SLS a decade ago. Since then, we have been delighted to see just how many of our previous SLS Top 30 are making a positive impact on the world around them.

Through their insightful essays and solution-driven approaches to the issues at hand, the 2018 SLS Top 30 illustrated that they too have what it takes to address issues of national and professional importance and that they can use their skills to help drive our country forward.

Congratulations go to Lungelo Ngobese, a 21-year old student from Richards Bay studying at Stellenbosch University (SUN), who clinched the winning spot at the tenth annual SLS for his insightful and solution-driven essay detailing the contributions that CAs(SA) must make to improve the communities from which they come.

Asanda Mhluzi (University of Cape Town) and Ashleigh Langton (University of Johannesburg) came second and third respectively.

**Celebrating excellence**

Two Thuthuka third-year students, Curtley Olyn and Bradley Tito (pictured), graduated cum laude from Stellenbosch University.

Meanwhile, the University of Free State congratulated three Thuthuka third-year students – Morulaganyi Moacwi; Nhlamulo Mobie; and Edward Mofokeng – for graduating cum laude.



**Honouring South Africa's Young Intellectuals**

The University of KwaZulu-Nata's College of Law and Management Studies lecturer, Ms Hlengiwe Ndlela recently participated in the 2019 Forbes Woman Africa Leading Women Summit that took place at the Durban ICC on International Women's Day.

The Summit celebrates, connects and empowers women from around the continent in leadership, business, sports, entertainment and science sectors with the sole aim of shaping the female narrative on the continent by addressing pressing issues in order to drive progress within their respective areas.

The summit, now in its fourth year, inspired attendees through a candid exchange of ideas, talks and panel sessions around the 2019 theme The New Wealth Creators.

Hlengiwe was invited by the KwaZulu-Natal Provincial Government to be a panellist on a panel titled South Africa's Young Intellectuals for her role as a Thuthuka Bursary Fund Programme Manager.

During her talk, she shared the statistics of CAs(SA) in the country, how there is a shortage of female African CAs and how the main goal of the SAICA/UKZN partnership is to produce more African CAs(SA) through mentorship, networking opportunities, extra academic support, fitness education, financial and social support.

**Giving back – a fundamental principle of Thuthuka**

Stellenbosch University is unique because it is the only TBF programme in the country that has a formally registered university society to implement community outreach and team-building events. The overarching principle is to 'pay it forward' and the group continuously engages with nearby communities to promote the profession by working with schools and vulnerable groups to contribute to social impact.

One example of this is the Community Service Initiative Stellenbosch Thuthuka ran in 2018.

The group decided to contribute to TBF recruitment by helping Grade 12 learners with their online applications. They focused on helping learners with potential from under-resourced schools and communities, who face daily obstacles in accessing tools and resources, start and complete their online applications. These learners were pre-selected from The Leadership College in Mannenberg, were Stellenzicht High in Grassy Park, Heideveld High and Cloetesville High. Members of the Pro 226 Africa non-profit organisation (formed by Nathaniel Japtha, SUN alumnus) also joined in.

On the morning of 12 May 2018, these learners were greeted with an introductory presentation by Janicke Dill (from SUN Student Affairs). The learners were then taken to the institution's FHARGA computer labs where Ilze Gelderblom from the Faculty of Economic and Management Sciences Student Affairs office led learners through the application process step-by-step.



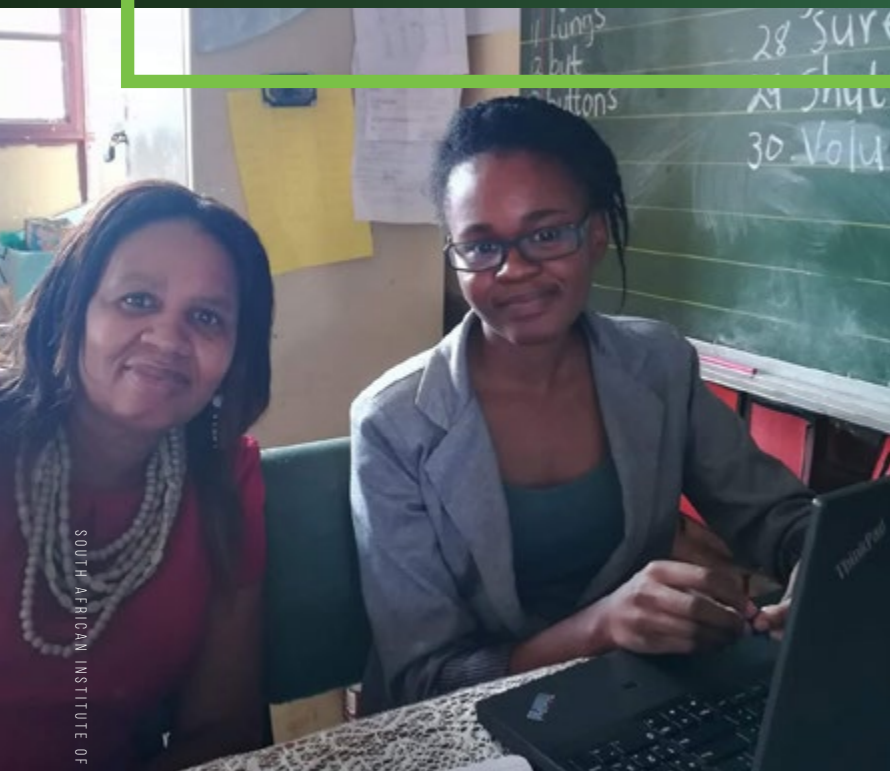
**Members of the Stellenbosch Thuthuka society helping learners apply for the 2019 TBF intake**

Each Thuthuka student was paired with a learner and SUN waived the application fee for each learner in order to remove the financial and administration burden of applying to the university.

Once the application process was complete, learners and students shared a meal and spent time together. The meal was donated by Minister Albert Fritz of the Western Cape Department of Social Development. As of the end of December 2018, a number of these applicants had received notice of their provisional acceptance to Stellenbosch's Thuthuka programme.

## SUCCESS STORIES

### TOKOLOGO MAKOFANE



#### TBF beneficiary and qualified CA(SA) at the Auditor General South Africa

*"[With Thuthuka,] studying is literally the only thing you have to worry about."*

In 2009, TBF recipient Tokologo Makofane received 94% for matric mathematics and seemed destined for continued academic success as she began to pursue her dream of becoming a CA(SA). Indeed, the first two years of her tertiary education were exemplary.

In her third year, however, she took her eye off the prize and ended up failing the year. For many, this stumble would have sounded the death knell for their studies. Luckily for Tokologo, this was not the case.

Renewed by her second chance, Tokologo went on to complete her undergraduate degree and studied towards a Certificate in the Theory of Accounting (CTA) at the University of Johannesburg (UJ), still funded by the TBF. Halfway through her CTA year, she decided to look for a job and resume the CTA on a part-time basis at a later stage.

*"I registered with the University of South Africa (UNISA) the following year. Studying part-time proved to be a challenge! I couldn't juggle work, my social life and sustain the much needed consistency CTA demands. UNISA gives students three chances to do CTA; I passed on my third and last attempt,"* recalls Tokologo.

Tokologo advises current students against taking the long route to their qualification. Having finally completed the mammoth qualification task set out for prospective CAs(SA) in 2018, Tokologo was appointed as an Assistant Audit Manager at the Auditor General South Africa (AGSA) in the North West, where she completed her articles. Her advice to TBF students: "There are a lot of students that would love to be in your position. Use this opportunity wisely."



### THULISA KEYI

#### TBF beneficiary, CA(SA) trainee and Miss World South Africa 2018

Thulisa Keyi grew up in Mdantsane, a township on the outskirts of East London in the Eastern Cape. As a child, the world appeared to be just as it should. She was not aware of the disadvantage and poverty that surrounded her. It is only with hindsight that she acknowledges the socio-economic conditions from which she ultimately rose.

"It felt totally normal because I did not know anything else," she recalls. "Just like any other township in South Africa, we experienced similar socio-economic challenges: high crime rate, high levels of unemployment, and high levels of teenage pregnancy."

Thulisa had to overcome more than just her community's challenges. Her life was marred by the tragedy of losing her father when she was just 17. She says: "My late father inspired every step I take, even in his absence. It was a terribly painful experience, and something that I still have difficulty talking about. But through it I found the strength really to be the woman that I have become, one who goes for her dreams and is an inspiration to the nation."

At school, Thulisa excelled at mathematics and accounting. Her aptitude for these subjects prompted her Grade 11 teacher to encourage her to apply for TBF. The bursary funded her studies at the University of Cape Town where she earned a BCom Accounting Degree and a Post Graduate Diploma in Accounting (PGDA).

Thulisa confides that, as a small town girl, the support of the TBF was vital.

She elaborates, *"Learners from disadvantaged backgrounds face unique challenges upon arrival at university. The environment is so different to what we are used to. We are not only adapting to university life, but also to city life. The increased number and diversity of people could lead us to question our sense of personal identity. Fortunately, Thuthuka guided me throughout my journey and made me feel like an individual – not just a number."*

Crowned Miss World South Africa in 2018, she represented South Africa and Thuthuka at the Miss World pageant in China in December.

Today, Thulisa has just six months left of her training contract to complete before becoming a qualified CA(SA).



# SUCCESS STORIES

CONTINUED



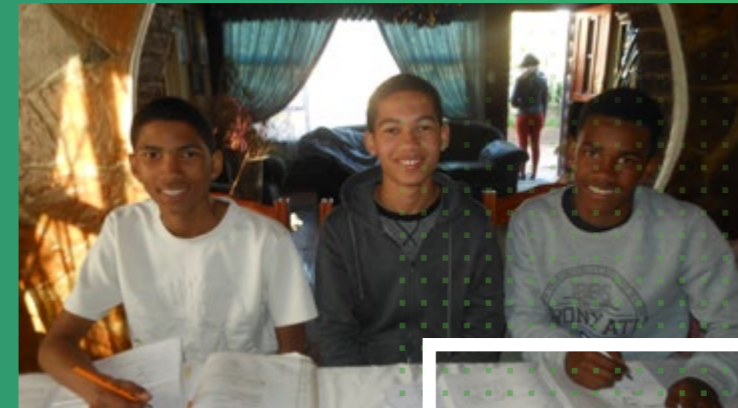
## FRANK MAGORA

### Thuthuka camp leamer, TBF beneficiary and 3<sup>rd</sup> year student at Wits

Frank Magora grew up on the dusty streets of Soshonguwe, north of Pretoria. His mother is a cleaner. He never knew his father. His background is strikingly similar to that of so many of South Africa's youth – yet Frank's life changed in 2014 when he attended a SAICA Development Camp during the September school holidays of his Grade 11 year.

Today, Frank is completing his Bachelor of Accounting Science degree at the University of the Witwatersrand (Wits) having been awarded a bursary from TBF after the camp. He also volunteered to become a camp leader at the 2018 Gauteng Development Camp in order to "be an example of the programme's intended output."

Says Frank: *"None of this would have been possible without the benefit of the mentoring I received at critical points in my life."*



Magneil Isaac (middle) with two learners whom he mentors

## MAGNEIL ISAACS

### TBF beneficiary and student at SUN

Magneil Isaacs, a Thuthuka student at SUN, embodies the Thuthuka mantra of 'inspiring success'. He is from Cloetesville in Stellenbosch and says that there were not many positive models for him to emulate when he embarked on his academic journey towards becoming a CA(SA).

Because the TBF experience means so much to him, Magneil started a mentorship programme where he offers his support to two learners from Cloetesville. He specifically helps them with mathematics and accounting homework. In this way, he becomes a positive model and he motivates them to endure despite their circumstances. He enjoys finding ways to communicate mathematics and accounting principles in a way that they can understand and apply more efficiently. Says Magneil:

*"Education is the most powerful weapon which you can use to change the world. Dis my visie elke keer wanneer ek terugploeg in my gemeenskap."*

# HOW THUTHUKA CONTRIBUTES TO THE NDP AND THE UN SDGS

By implementing its strategic intent, Thuthuka contributes towards Chapter 3, 9 and 15 of the NDP and Goal 3, 4, 5, 8 and 17 of the UN SDGs. The diagram shows how Thuthuka contributes to these plans.

## economy & employment

### CHAPTER 3

#### Thuthuka and the NDP

The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.

The proportion of adults working should increase from 41% to 61%.

The proportion of adults in rural areas working should rise from 29% to 40%.

- Through TBF, Thuthuka has created over 1 000 qualified CAs(SA) with over 2 300 currently in the various stages of the qualification pipeline.
- The School Governing Body intern project places unemployed TVET College students with a diploma in Financial Management into an 18-month internship at supported schools.

### CHAPTER 9

## improving education, training & innovation

90% of learners in grades 3, 6 and 9 must achieve 50% or more in the annual national assessments in literacy, maths and science.

- EMS educator support programme
- Junior Accounting Olympiad
- Maths & Science Academy

Increase the number of students eligible to study towards maths and science based degrees to 450 000 by 2030.

Expand the college system with a focus on improving quality to build confidence in the college sector and attract more learners. The recommended participation rate of 25% would accommodate about 1.25 million enrolments.

- Capacity building assists HDIs to achieve SAICA accreditation.
- Unisa long-distance CTA Programme.
- Capacitating HR and finance departments at TVET and CET Colleges.

Increase enrolment at universities by at least 70% by 2030. The aim is for enrolments to increase to about 1.62 million from 950 000 in 2010.

Over 3 000 TBF enrolments between 2005 and 2019.

Improve the university pass rate to 80% by 2030.

Throughput rate for Thuthuka Bursary Fund students stands at 74% (vs a target of 50%).

### CHAPTER 15

## nation building & social cohesion

Promote citizen participation in forums such as Integrated Development Plans, Ward Committees, School Governing Boards (SGBs) and Community Policing Forums.

- SGB project

#### Thuthuka and the SDGs

While Thuthuka straddles across five of the SDGs, they mainly impact Goal 4 (Quality Education) by providing:

- access to quality education
- teacher and academic development and support, and
- capacity-building at institutions of learning

- Thuthuka School Projects
- Thuthuka Bursary Fund
- CTA support
- Wrap-around support
- ITC & APC support
- EMS Educator Workshop
- Building capacity in academic institutions
- Capacity building of TVET and CET College HR & finance departments
- SGB Programme
- Hospital Capacitation Project

- SAICA gender transformation commitments
- Girl Learner Development Camp

- Thuthuka CTA allocations
- SAICA SGB Intern Project

- Public-private partnerships with various government institutions and SETAs

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

# 03



*Future CAs(SA) (pictured at CA Nights Johannesburg)*

## THE PROFESSIONAL DEVELOPMENT UNIT



## OVERVIEW

SAICA's business model consists of recruiting top performing students at schools across South Africa to enter a learning path delivered through accredited providers (both through programmes SAICA accredits at universities around South Africa and training offices where practical experience is gained) who, once the necessary professional examinations are completed, then qualify as CAs(SA) or Associate General Accountants [AGAs(SA)].

One of the key focus areas of the unit is to develop the overall strategy for the Professional Development Unit (pre-qualification) in line with new trends and best practice. The primary focus being on relevance and quality.

Thus, the strategic intent of SAICA's Professional Development Unit is to ensure that anyone who qualifies for SAICA membership – whether as a CA(SA) or AGA(SA) – has developed, to the appropriate standard, the relevant entry level competencies (knowledge, skills, ethics and attitudes) to perform the duties expected of them. It has a further responsibility to foster a culture of life-long learning among prospective members and associates of SAICA namely to enable them to enhance and maintain their professional competence, and remain relevant after qualifying.

## VALUE PROPOSITION

Professional Development achieves its objectives through:

- defining relevant competencies (through a competency framework); and
- defining a robust delivery model/qualification process (as per the details in the adjacent diagram).

TOGETHER KNOWN AS THE QUALIFYING EXAMINATIONS



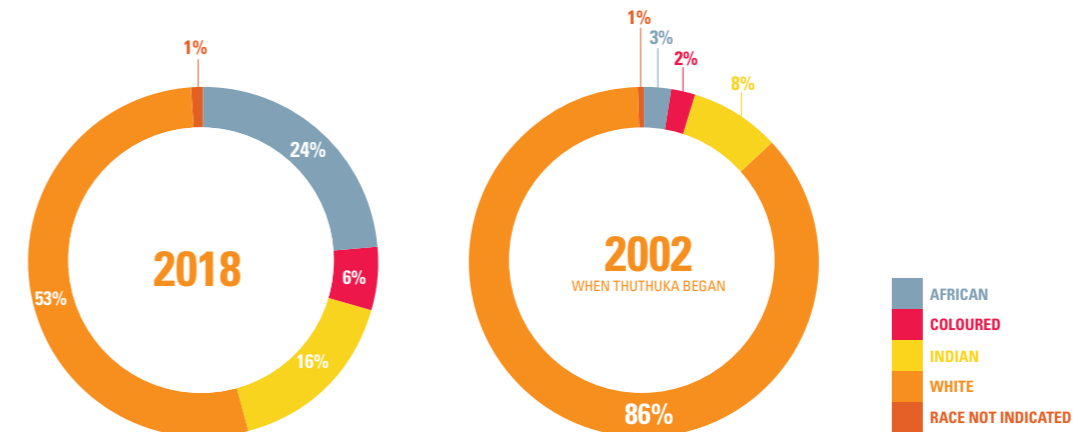
## PROFESSIONAL DEVELOPMENT UNIT'S IMPACT 2018

The true impact of the combined efforts of the Nation Building Unit (transformation initiatives) and the Professional Development Unit (quality and relevance) is best represented by looking at how the membership base of CAs(SA) under 35 years old has changed since SAICA's transformation projects began.

### RACIAL REPRESENTATION OF MEMBERSHIP UNDER 35 (AS AT 31 DECEMBER EVERY YEAR)

#### CA(SA) MEMBERSHIP BY RACE

There has been a significant increase in black membership since Thuthuka began



### FORMAL ACADEMIC PROGRAMMES AT HIGHER EDUCATION INSTITUTIONS

**58** ACCREDITED (UNDER- AND POSTGRADUATE) CA-STREAM PROGRAMMES



**OVER 7 000** FIRST YEAR UNDERGRADUATE ENROLMENTS



**19** HIGHER EDUCATION INSTITUTIONS OFFERING ACCREDITED PROGRAMMES



**OVER 4 000** CTA (POSTGRADUATE) ENROLMENTS

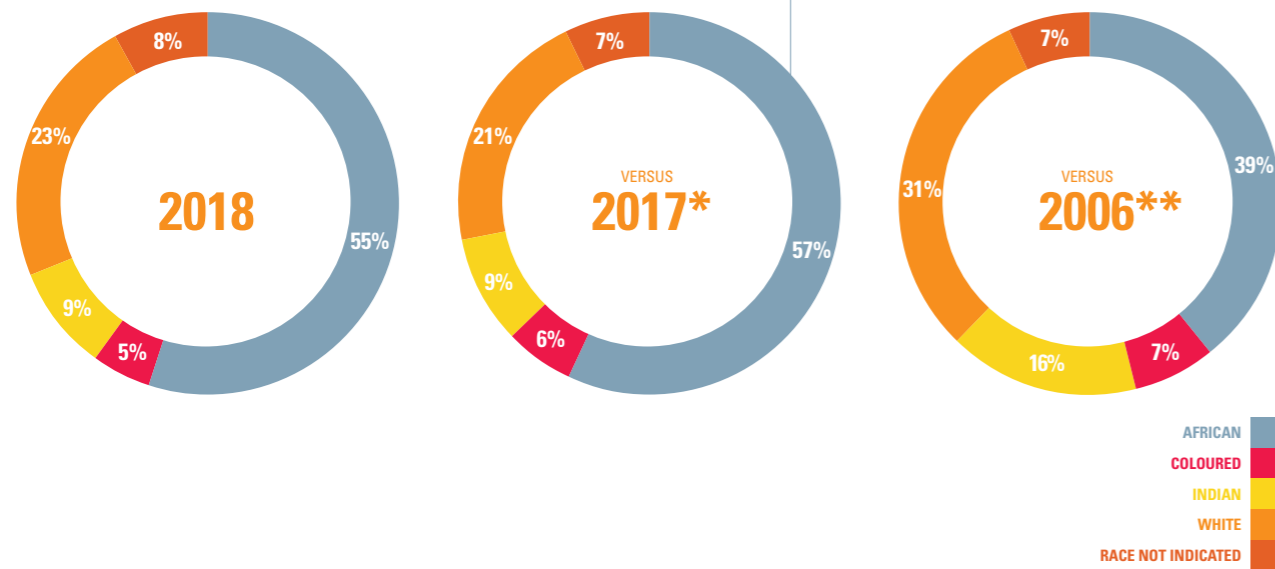


**Formal academic programme continued...**

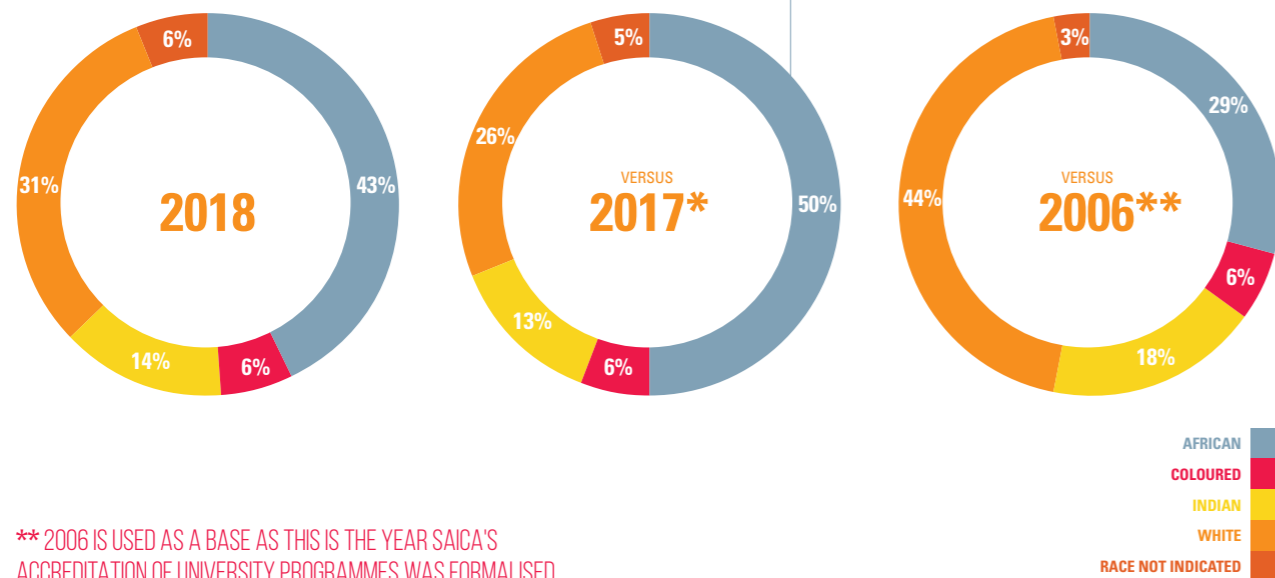
When it comes to the formal academic programme, the Professional Development Unit's responsibilities include, among others:

- maintaining and updating the Competency Framework to ensure it remains relevant and fit for purpose (including content for academic programme and for training programmes);
- monitoring and accrediting the academic programmes that lead to qualification as a CA(SA);
- approving and monitoring the academic trainee programme; and
- transforming academia through strategies that make a career in academia attractive.

**FIRST YEAR ENROLMENTS BY RACE**



**CTA ENROLMENTS BY RACE**



\*\* 2006 IS USED AS A BASE AS THIS IS THE YEAR SAICA'S ACCREDITATION OF UNIVERSITY PROGRAMMES WAS FORMALISED

**BUILDING THE NEXT GENERATION OF ACADEMICS IN ACCOUNTING**

In addition to accrediting the academic programmes that lead to qualifying as a CA(SA), the Professional Development Unit also focuses on transforming chartered accountancy related academia through strategies that make a career in academia attractive.

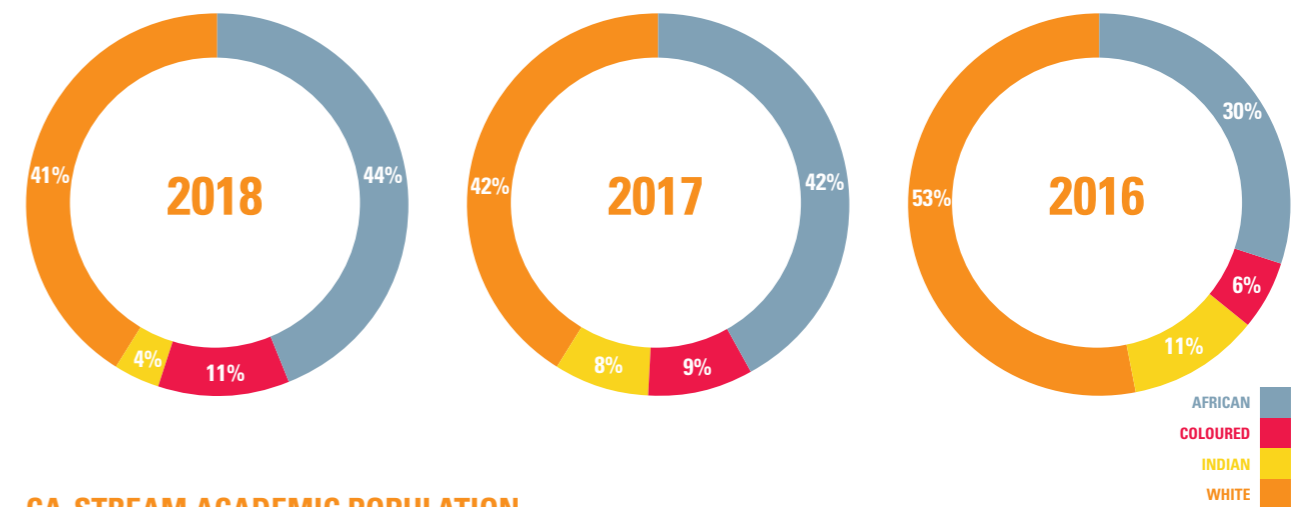
One such project is the Academic Traineeship Programme (ATP). Prospective academic trainees are selected for the ATP from the universities' top CTA students and these trainees spend the first year of their training contract in an academic environment where they are exposed to:

- lecturing
- tutoring
- preparation of course material
- preparation of assessments
- marking and
- research.

The ATP aims to develop future CA educators and/or academics. Many of those who complete the ATP return to academia once they have completed their three-year training contract, or shortly after gaining some commercial experience (see Success Stories on page 47 for details).

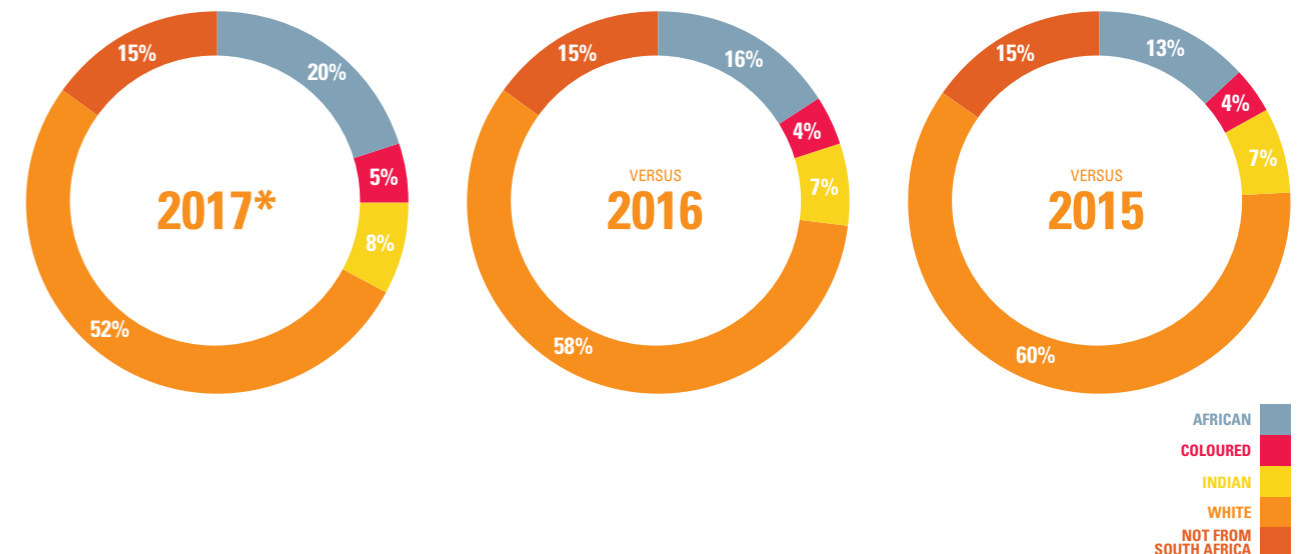
**ACADEMIC TRAINEES BY RACE**

The Academic Trainee Programme is growing year on year

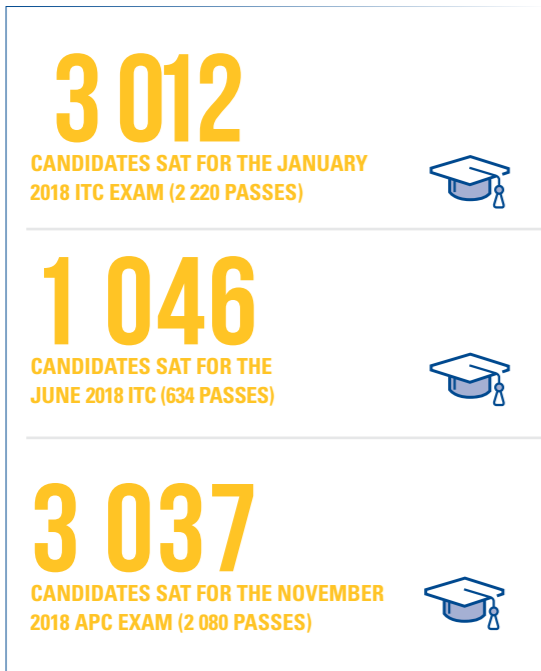


**CA-STREAM ACADEMIC POPULATION BY RACE**

There has been a 7% increase in African academics in the past two years



## QUALIFYING EXAMINATIONS



The Professional Development Unit's mandate includes protecting the standards of the CA(SA) qualification through the qualification process but with specific attention going to the development and maintenance of the two examinations which together form the qualifying examinations: the ITC and APC.

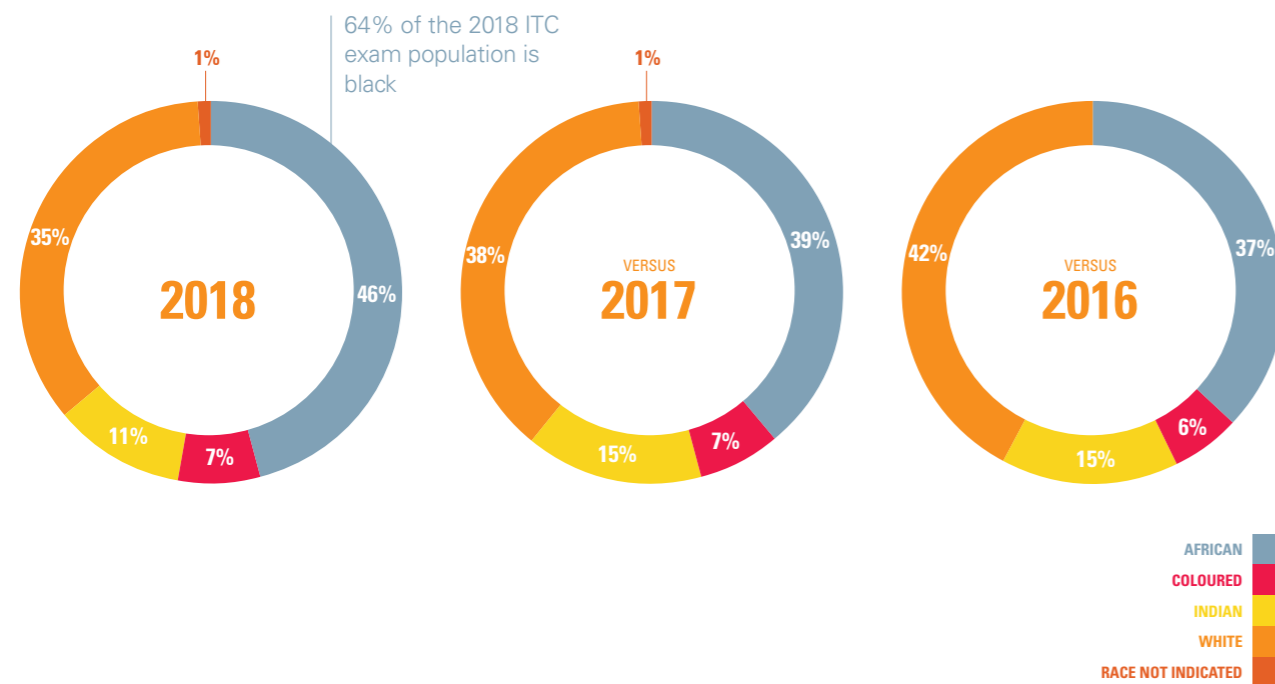
This includes determining the entry (eligibility) requirements for and policies and procedures related to SAICA examinations/assessments; setting the relevant examinations/assessments; determining and overseeing the marking processes of SAICA examinations/assessments; as well as adjudicating and publishing the results.

### ITC ENROLMENTS

This standard-setting examination is set and administered by SAICA and focuses on the assessment of technical competence. The ITC is written twice a year - in January and June every year.

### ITC ENROLMENTS

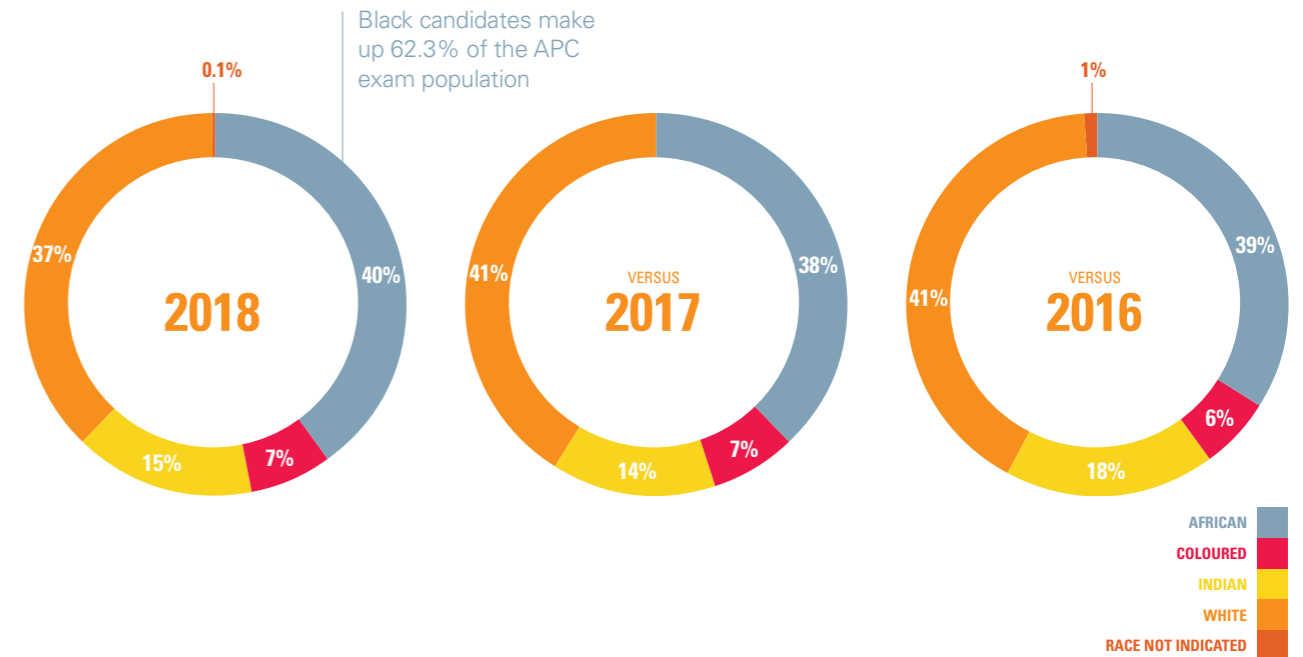
BY RACE FOR JANUARY ITC SITTING OF EACH YEAR



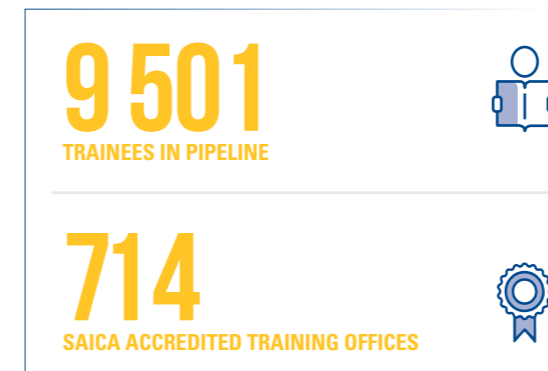
### APC ENROLMENTS

This examination assesses professional competence to the extent possible in a written examination. This is assessment evaluates professional competence by requiring a candidate to apply these competencies to a real-world situation (in the form of a case study).

### APC ENROLMENTS BY RACE



## TRAINING PROGRAMME

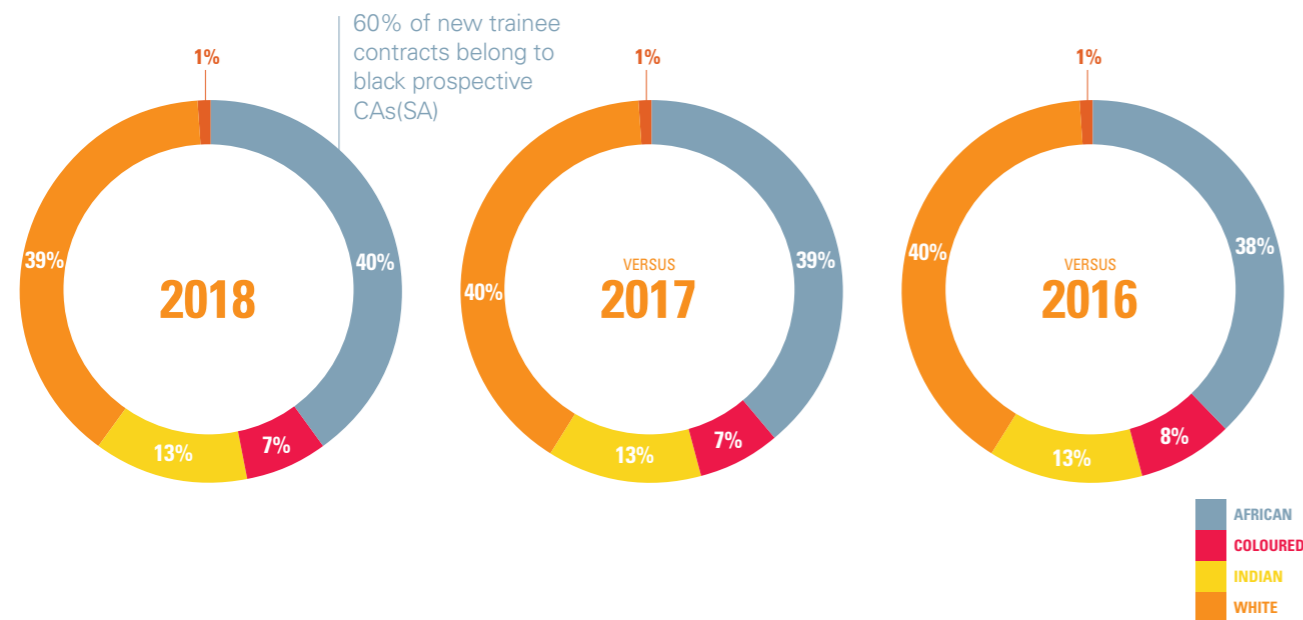


Within the Professional Development Unit, the training team has a responsibility to:

- ensure that prospective CAs(SA) receive practical experience through a formal training programme of the necessary depth and breadth outlined in the SAICA competency framework;
- monitor and accredit programmes the training offices that provide practical experience (through a formal training programme) that lead to qualification as a CA(SA);
- ensure that the prescribed competencies for the training programme are developed over the training programme period; and
- administer the training contracts.

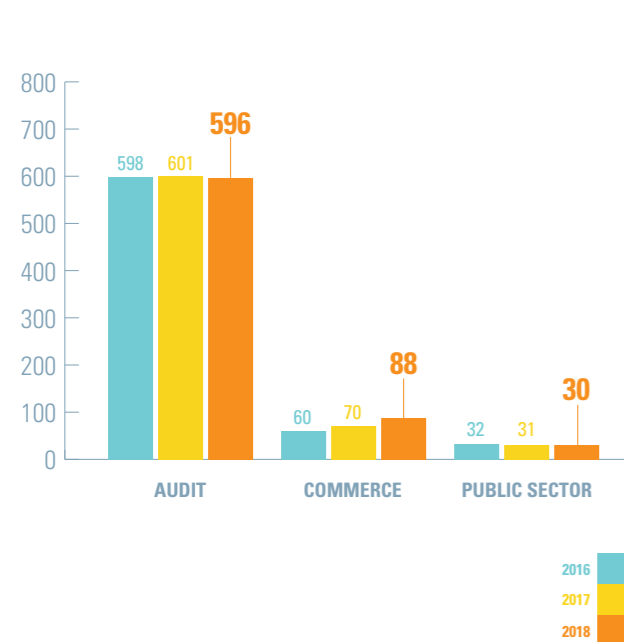
## NEW TRAINING CONTRACTS REGISTERED (BY RACE)

### NEW TRAINING CONTRACTS REGISTERED BY RACE AS AT 31 DECEMBER EVERY YEAR

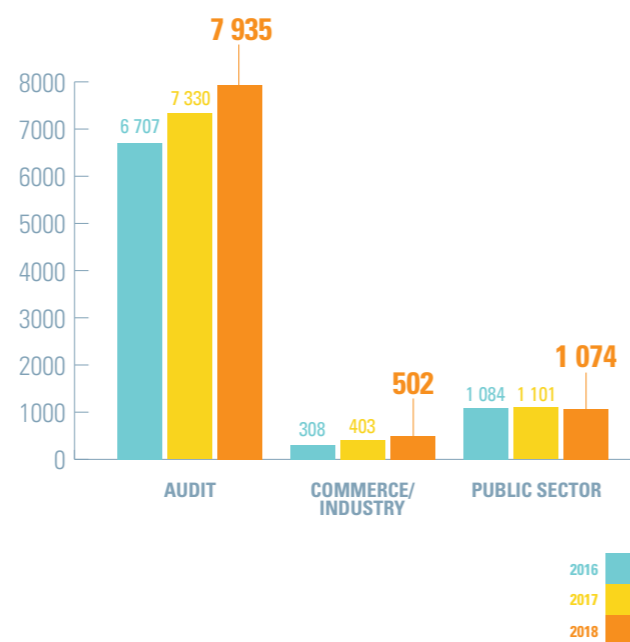


## TRAINING OFFICE COMPOSITION

### NUMBER OF TRAINING OFFICES BY TYPE AT 31 DECEMBER 2018



### NUMBER OF TRAINEES BY TRAINING OFFICE TYPE AT 31 DECEMBER 2018



## ENSURING ENTRY LEVEL CAs REMAIN RELEVANT

### CA2025

We live and work in a VUCA world: Volatile; Uncertain; Complex and Ambiguous. The future is hurtling towards us, and with the challenges that new technology brings, it also provides new and exciting opportunities for current and future members of SAICA. As the world around us is changing at exponential rates, so to do the roles of future CAs.

CA2025 is a project launched by SAICA to examine the ways in which accountant's roles will evolve in future, and to ensure that the qualifications received today, will be relevant for tomorrow.

While initially aimed at defining competencies for entry level CAs, the project will also go on to relook at all aspects of the qualifying process as well as provide a base from which to develop competencies for different roles CAs(SA) work in post qualification, set a base from which to develop post qualification specialisations and inform SAICA's learning and development opportunities to members.

The draft framework for entry level CAs(SA) follows two years of intense research covering desktop research, focus groups and a survey to SAICA members and one on one interviews with a wide range of stakeholders. It is a robust new framework which incorporates the skills required to meet the 4<sup>th</sup> Industrial Revolution while retaining the technical excellence of CAs.

This framework will be finalised by mid-2019 where after much work will need to be spent by both academic and training providers in ensuring their programmes are fit for purpose and can deliver CAs who have developed the necessary knowledge, skills and attributes at point of entry into the profession.

One such change will be that of the academic programmes where more attention will have to be devoted not only to changing the content of the academic programme but on how they develop these competencies in their graduates through an appropriate teaching and learning model.

### CRITICAL THINKING

As critical thinking is one of these new and important competencies, SAICA piloted a workshop with academics from all SAICA accredited universities to look at ways in which critical thinking could be developed in the CA programme from a teaching and learning perspective.

The workshop, a first of a kind for SAICA, was well received by the academic community.

### ETHICS

With the accounting profession under continuous scrutiny for the unethical behavior of some of its members, further focus has been given to addressing ethics in the academic and training programme. While candidates have always covered ethics in their programmes and can easily provide the correct answer to ethical questions in exam type questions, the focus must now shift to shaping and changing how prospective CAs must behave from an ethical perspective. There are also new requirements in the training programme that require all trainees to undergo a compulsory ethics course.

### INNOVATION IN TEACHING

As technology continues to improve and become more prevalent in the accounting space, teaching and learning needs to adapt to continue to meet the educational needs of the new generation.

This is one of the reasons why, at the December 2018 Southern African Accounting Association (SAAA) Teaching and Learning in Accountancy conference, SAICA sponsored the prize for the best paper submitted for the conference's Innovative Teaching Initiative track.

Astrid Schmulian and Stephen Coetzee from the University of Pretoria won the prize for demonstrating how academics can adapt their teaching methods and practices in order to keep abreast of the evolving needs of accounting students at all academic levels through their submission of three excellent papers.



**University of Pretoria team wins best paper at SAAA 2018**

From left: Ilse Lubbe (SAAA Research Liaison); Elmarie Papageorgiou (SAAA President); Stephen Coetzee (University of Pretoria) and Mandi Olivier (SAICA)

## HIGHLIGHTS

### HELPING TRAINEES PREPARE FOR THE FUTURE

SAICA's CA Nights is an exclusive VIP trainee-only event that exists to keep trainees on the journey to greatness as well as to challenge them to develop the "responsible leadership" traits expected from qualified CAs(SA).

Using current thought leaders and experienced professionals to debate practical and implementable solutions for troublesome and complex socio-economic issues, CA Nights supports the development of a community of young leaders who can lead the country in achieving its development goals and pass on leadership baton on to the next generation of CAs(SA).

View the highlights of the 2018 leg of CA Nights here:



**Cape Town:**  
<https://youtu.be/CnQkAGTjvFI>



**Durban:**  
<https://youtu.be/2sUIRkIYUYE>



**Johannesburg:**  
<https://youtu.be/ONfnNmQ23GQ>



**Port Elizabeth:**  
<https://youtu.be/R19TgXtHHjE>



Trainees attending Johannesburg's CA Nights

## SUCCESS STORIES

### ACADEMIC TRAINING PROGRAMME (ATP) HELPS ACADEMIA BUILD ITS OWN TIMBER

After more than 20 years into democracy, the paucity of black South African academics in our institutions of higher learning remains a key concern for the country. The most current national statistics (2015) reveal that 66% of all the university professors in the country are white. This is radically at odds with the call from students to "decolonise" institutions in terms of both curriculum and staff demographics. Academic departments understand clearly that they can only respond meaningfully to these needs once the academic compliment is fully transformed.

Yet the truth remains that for many accounting professionals, academia is not an attractive career option. The main reasons for this are:

- the perception that academics cannot claim the same level of prestige as their counterparts in business;
- financial rewards in academia are perceived to be not as lucrative as in the private sector; and
- the current lack of transformation within the departments of accounting.

These factors discourage many black professionals who may aspire to be in academia, and it is for this reason that the profession is working to improve the attraction of an academic career for future accounting professionals through a number of initiatives including its Academic Traineeship Programme.

#### WSU

Walter Sisulu University (WSU's) Accountancy Department is a great example of the positive effects of these initiatives:

- **Sitembele James** served as an academic trainee at NMMU and is now a senior lecturer at WSU.
- **Senzo Ndlangamandla** served as an academic trainee at UJ and is now a senior lecturer at WSU specialising in management accounting and corporate finance. He says he went to WSU specifically for one reason: to join forces with a young, vibrant and dedicated team, working so hard to collectively develop and make WSU (particularly the Department of Chartered Accountancy) the most preferred University in South Africa.
- **Mongezi Mcbothi** worked for the Learn Accounting project, a UCT and FASSET initiative, that presents a collection of free, high-quality accounting resources. He also tutored macroeconomics to first year UCT students before becoming a Taxation lecturer at WSU.

All three of these individuals, together with WSU senior lecturers Madikwa Mamabolo and Alatha Ndlebe (a graduate of the first TBF cohort), are former Thuthuka beneficiaries.

#### UNIZULU

Another example of the success of the ATP is **Khanyile Mahlobo**, a 2018 academic trainee at UNIZULU. She comments: "Right now, I don't know what my career is going to look like in a few years' time, and the ATP enables me to actively participate in two different environments and make a choice later. This teaching opportunity enables me to be a mentor and to guide undergraduates. Being able to give back to my community is also part of helping more black youngsters become academics; and showing disadvantaged people that there are ways to get ahead."



#### WSU is a great example of ATs returning to academia

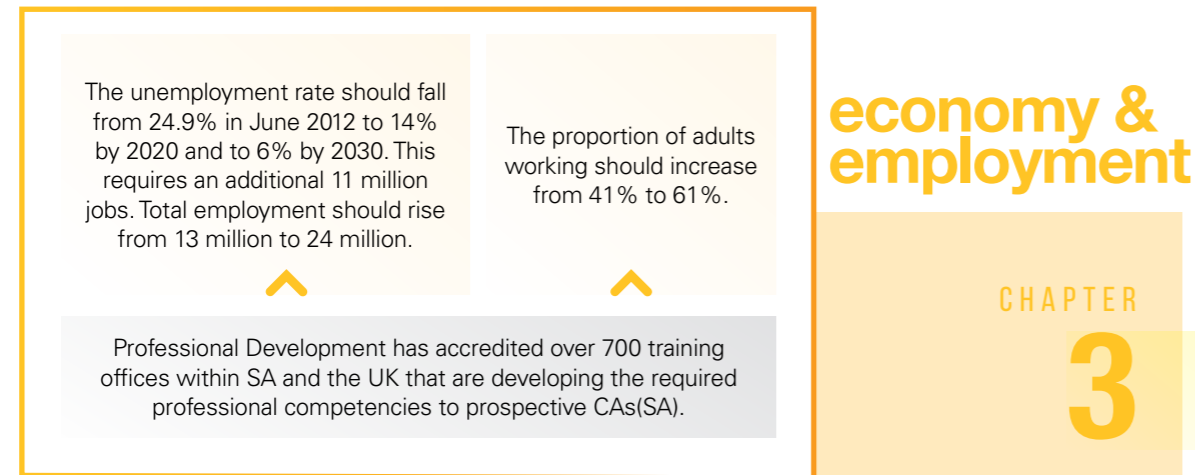
From left: Robert Zwane (SAICA Senior Executive); Alatha Ndlebe (WSU lecturer); Gugu Makhanya (SAICA Senior Executive); Francis Kwahene (WSU Head of Department); Chantyl Mulder (SAICA Executive Director); Sitembele James (WSU lecturer); and Lunga Shinga (UWC lecturer)



## HOW THE PROFESSIONAL DEVELOPMENT UNIT CONTRIBUTES TO THE NDP AND THE UN SDGS

By implementing its strategic intent, the Professional Development Unit contributes towards Chapter 3, 9 and 13 of the NDP and Goal 4, 5, 8, 16 and 17 of the UN SDGs. The diagram shows how the Professional Development Unit contributes to these plans

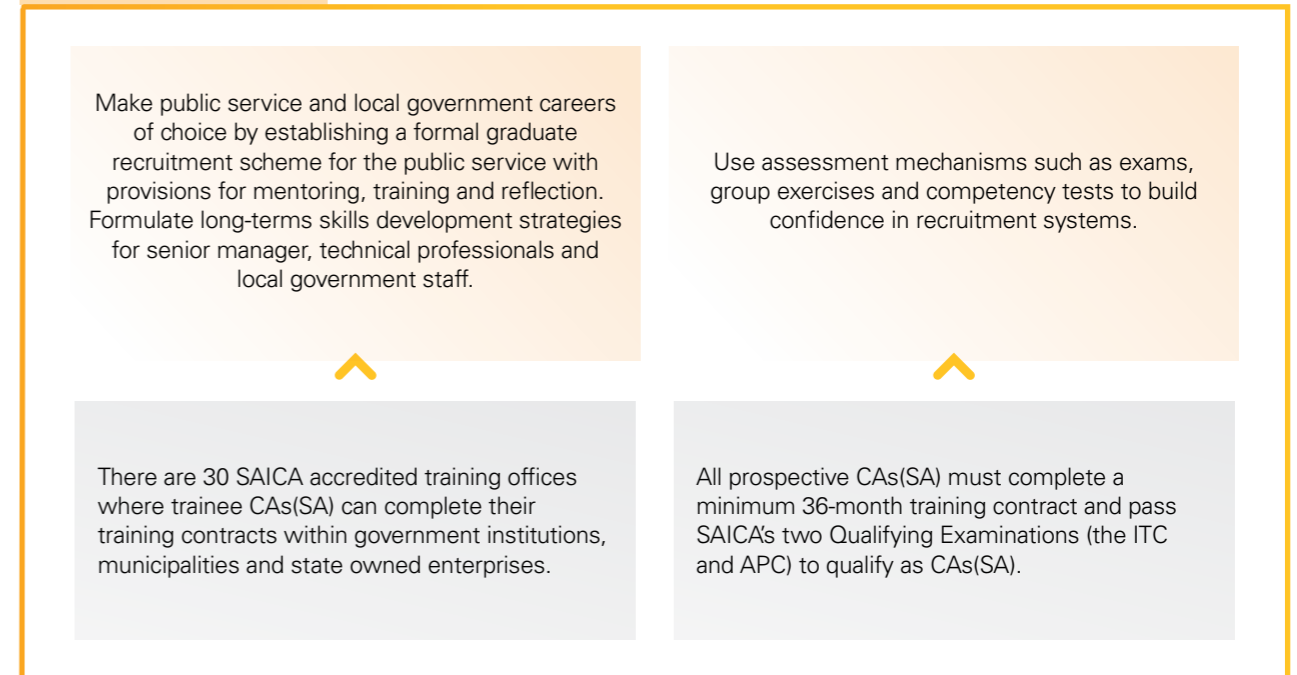
### The Professional Development Unit and the NDP



CHAPTER

# 13

## building a capable & developmental state



04



*Sizwe Nxasana, ISFAP chairperson, thanks donors for their support*

THE IKUSASA STUDENT  
FINANCIAL AID  
PROGRAMME (ISFAP)



## OVERVIEW

ISFAP was launched in January 2017 as part of the national effort to solve the funding challenge faced by the 'missing middle' students – a crisis that culminated in the country's #FeesMustFall protests.

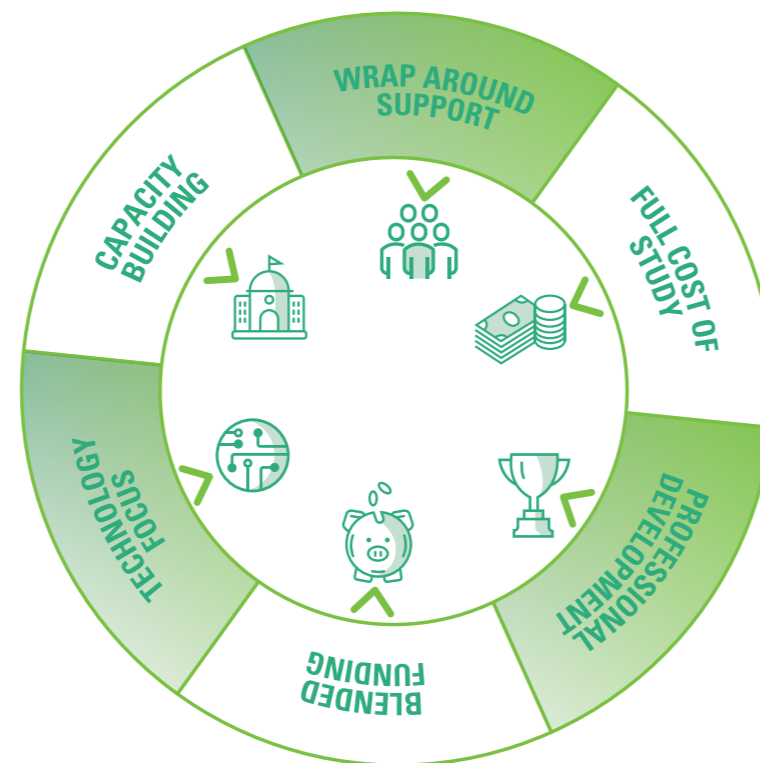
The programme funds students from households that earn R0 – R600 000 per annum and provides them with the full cost of their studies as well as wrap-around support.







The ISFAP programme, which was modelled on the Thuthuka Bursary Fund's approach, focuses on supporting the development of students in Occupations of High Demand (OHDs) as gazetted by the Department of Higher Education and Training (DHET). It seeks to secure the future of South African's youth by providing needs-based assistance to students from poor and working classes to acquire a broad set of knowledge, skills and character traits that will significantly improve their meaningful participation in the growth of the economy – thereby advancing equal opportunity and equitable income distribution for all South Africans.

In short, ISFAP's strategic objectives are to:

- promote progressive support to financially needy students so that they can access higher education;
- improve the efficiency of the new funding model over the country's current higher education funding model;
- align the skills promoted by the model with the NDP and also the Human Resources Development Council Strategy;
- reduce the dropout rate of poor students; and
- improve all stakeholders' participation in the game, by creating a shared and common vision for education in South Africa.

## OUR VALUE PROPOSITION

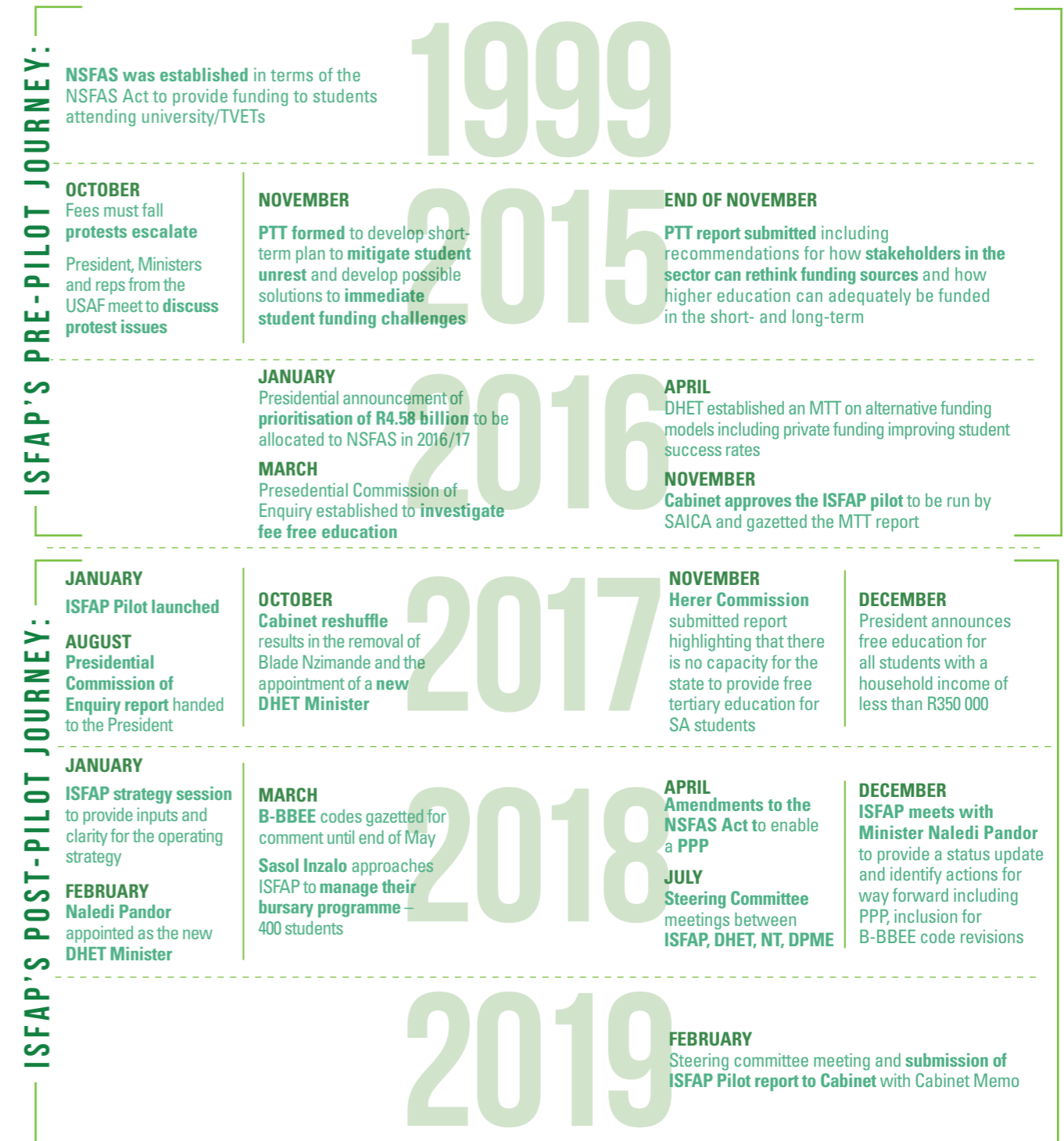


- 
**PROFESSIONS DEVELOPMENT**  
 Strong focus on strengthening, developing and promoting professions and OHDs
- 
**FULL COST OF STUDY**  
 Provide non-capped funding to students to cover all necessities
- 
**WRAP-AROUND SUPPORT**  
 Provide psycho-social support services to students to ensure overall well-being
- 
**BLENDED FUNDING**  
 Combination of grants and loans provided depending on household means
- 
**TECHNOLOGY FOCUS**  
 Leverage integrated digital platforms to interface with stakeholders
- 
**CAPACITY BUILDING**  
 Assist tertiary institutions with optimising curricula and resources to suit the local context and student needs

## THE ISFAP JOURNEY

A Ministerial Task Team (MTT) was established in 2016 to fast-track the development of an efficient and sustainable model to address the funding challenge of SA's missing middle students at universities and TVET colleges. This work culminated in the proposal for the ISFAP, which began its pilot phase from the start of the 2017 academic year and ran until December 2018.

In partnership with the DHET and with approval from Cabinet, ISFAP ran the pilot programme in 2017 with the aim of advancing South Africa's skills production for the 21<sup>st</sup> century by funding the higher education costs of students studying towards a career in one of the scarce skills identified as critical to South Africa's economic development.



## THE ISFAP JOURNEY – CONTINUED

During the ISFAP pilot, the President received feedback from the presidential commission into fee-free education and, in December 2017, announced that there will be fee-free education for all students from households with an annual household income of less than R350 000.

Despite the admirable intent behind the fee-free higher education pronouncement and the work done thus far to make it a reality, government alone cannot afford to make free higher education a reality for all.

Using a catalyst approach, ISFAP is working to unite the private sector to assist the government in funding the country's free higher education vision by establishing itself as a student funding entity focusing on OHDs.

## ISFAP IMPACT

IN 2018, ISFAP FUNDED

**1 282**

STUDENTS ACROSS 11 UNIVERSITIES AND ONE TVET COLLEGE.



**1 182**

STUDENTS PASSED – 92% OF ISFAP STUDENTS MOVE ONTO THE 2019 ACADEMIC YEAR. ISFAP EAGERLY AWAITS ITS FIRST GRADUATES WHO WILL GRADUATE IN 2019.



## THANK YOU

TO THE 32 ISFAP DONORS FOR PROVIDING FUNDING TO THE VALUE OF R143 MILLION TOWARDS EDUCATING SOUTH AFRICA'S "MISSING MIDDLE"

## ISFAP ECOSYSTEM

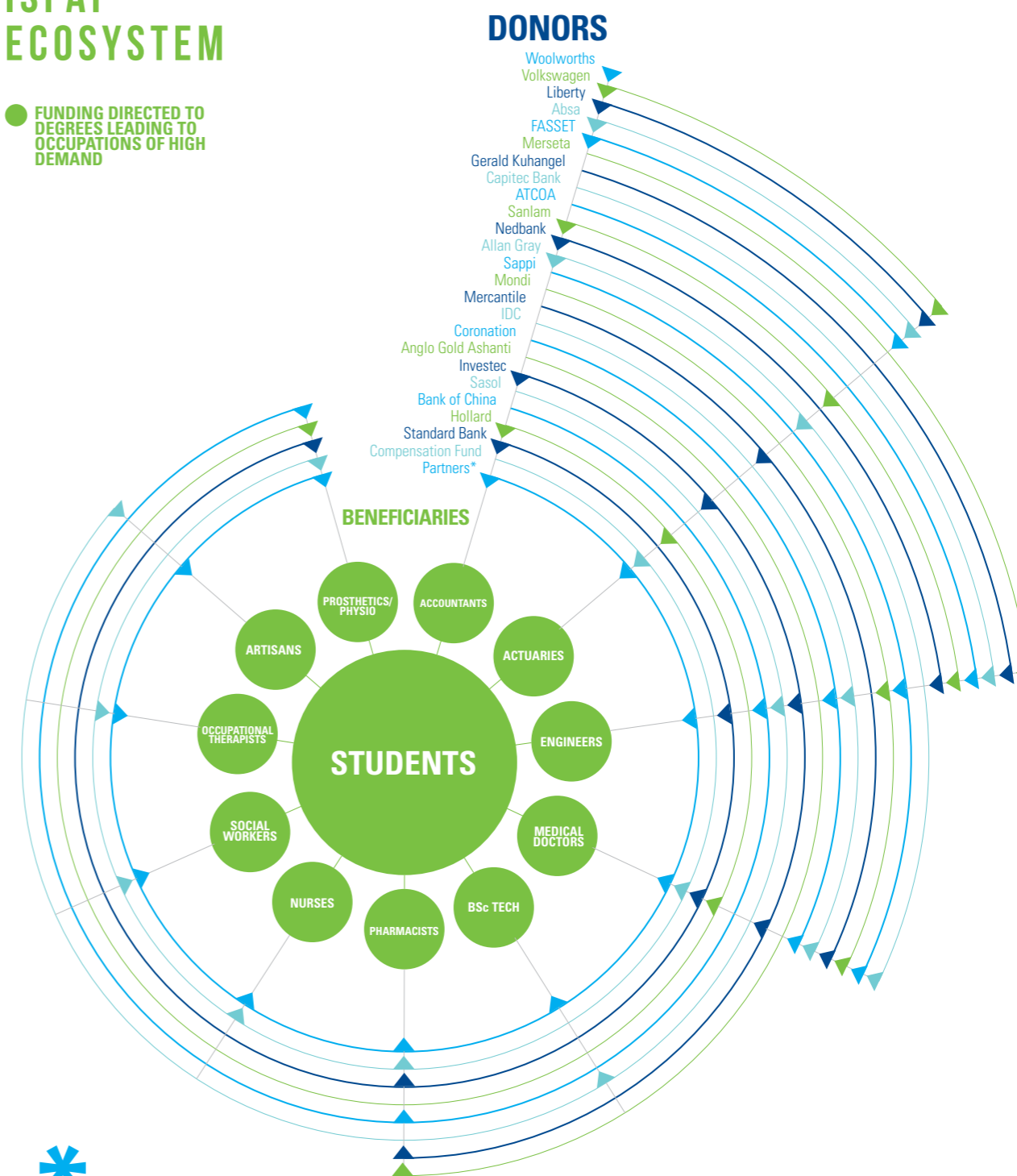
True collaboration – ISFAP

The strength of all the ISFAP programmes is achieved through the support of powerful partnerships. The initiatives are linked to the beneficiaries through a network of relationships developed over many years. Through the power of collective collaboration, the complex structure this indicative of a strong network supporting the value-creating initiative.



## ISFAP ECOSYSTEM

FUNDING DIRECTED TO DEGREES LEADING TO OCCUPATIONS OF HIGH DEMAND



### Partners

APPLIES TO ALL OHDs  
 First Rand - **Platinum Sponsor**  
 Discovery  
 ASISA  
 BLSA  
 SAICA  
 Harambee  
 The Saville Foundation  
 Webber Wentzel  
 Chorus Call  
 Michael & Susan Dell Foundation

### Diamond Sponsors

FASSET  
 Discovery  
 Allan Gray

## TOTAL ISFAP INTERACTIONS 2018

- 1 282 STUDENTS FUNDED
- 1 182 ACTIVE STUDENTS
- 11 UNIVERSITIES AND 1 TVET COLLEGE
- 11 OCCUPATIONS OF HIGH DEMAND (OHDS)

## ISFAP STUDENT DISTRIBUTION INTO DEGREES LEADING TO OHDS (2017 AND 2018)

ACCOUNTANTS  
225 STUDENTS SUPPORTED 4 UNIVERSITIES

ACTUARIES  
47 STUDENTS SUPPORTED 3 UNIVERSITIES

ARTISAN  
14 STUDENTS SUPPORTED 1 TVET COLLEGE

BACHELOR OF TECHNOLOGY  
69 STUDENTS SUPPORTED 1 UNIVERSITY

NURSES  
69 STUDENTS SUPPORTED 1 UNIVERSITY

OCCUPATIONAL THERAPISTS  
33 STUDENTS SUPPORTED 2 UNIVERSITIES

PHARMACISTS  
12 STUDENTS SUPPORTED 1 UNIVERSITY

## UNIVERSITY PARTNERS

In 2018, ISFAP partnered with four additional universities, taking the total number of educational institution partners from eight to 12 institutions (listed in alphabetical order):

1. Central University of Technology
2. Nelson Mandela University
3. Orbit TVET College
4. Stellenbosch University
5. Tshwane University of Technology
6. University of Cape Town
7. University of Johannesburg
8. University of KwaZulu Natal
9. University of Pretoria
10. University of Venda
11. University of Witwatersrand
12. Walter Sisulu University

ENGINEERS  
340 STUDENTS SUPPORTED 8 UNIVERSITIES 1 TVET COLLEGE

HUMANITIES / BACHELOR OF ARTS  
47 STUDENTS SUPPORTED 2 UNIVERSITIES

MEDICAL STUDENTS  
344 STUDENTS SUPPORTED 6 UNIVERSITIES

PROSTHETISTS / PHYSIOTHERAPISTS  
69 STUDENTS SUPPORTED 2 UNIVERSITIES

## HIGHLIGHTS

### UNIQUE PARTNERSHIP SEEKS TO SOLVE THE UNEMPLOYED GRADUATE PROBLEM

Two of the biggest problems SA's youth face today is unequal access to employment opportunities and the lack of emphasis on education. Statistics SA reveals that of the 1.1 million youth who enter the labour market annually, only 14% find themselves in any form of employment (formal or informal) within their first year. Exacerbating that number is the fact that so many job vacancies go unfilled by South African companies because of the labour market's 'demand supply mismatch'.

But thanks to a collaborative partnership between ISFAP and Harambee Youth Employment Accelerator, the transition from 'learning to earning' is being dramatically upscaled.

At the heart of the ISFAP-Harambee partnership lies the goal to transform and develop the South African economy through action-oriented partnerships and solutions that can be implemented on a large scale. By aligning ISFAP's approach to addressing education deficits with Harambee's approach to addressing job creation, the terms of the partnership outline their collaborative goals:

- To implement coordinated and programmatic multi-sector action labs that deliver breakthrough skilling and inclusive hiring solutions to match demand and supply in growth sectors or job families with a high growth potential;
- to optimise public-private investments and resources and accelerate 'demand focused skilling' and youth pathways towards earning (including mobilising government, the private sector and sectoral bodies to implement B-BBEE better, skills development, employment and meaningful participation of the youth in the economy);
- to work together on innovative financing solutions, which are focused on ISFAP's pilot social impact bond (SIB) and Harambee's pay-for-results 'Bonds4Jobs' into the country's social investment 'go-to' partners; and
- to assist graduates, drop outs and students declined university entrance with the information and skills they need to search for work.

### ISFAP PILOT PERIOD ENDS WITH A DONOR 'THANK YOU' DINNER

ISFAP hosted a donor recognition dinner on 21 November 2018 to mark the end of its pilot period and honour ISFAP's donors and partners and to show gratitude for their support.

The dinner was attended by senior executives of distinguished companies including ISFAP's founding members: Business Leadership South Africa (BLSA), The Banking Association (BASA), The Association of Savings and Investments in South Africa (ASISA), First Rand Foundation and SAICA.



**Transitioning SA's unemployed youth from 'learning to earning'**  
Sizwe Nxasana, ISFAP Chairman; and Nicola Galombik, Harambee founder and chairperson



**ISFAP Executive team recognising First Rand for their platinum contribution.**

From left: Simon Trupp (ISFAP); Chantyl Mulder (SAICA and ISFAP); Siphosilinda (FNB); and Sizwe Nxasana (ISFAP)



**ISFAP beneficiaries giving their testimonies**  
From left: Nokuthula Khwasha (Wits University); Ian Stols (University of Pretoria); and Monni Cordelia Makhwiting (University of Pretoria)

## SUCCESS STORIES



NOKUTHULA  
KHWASHA

### ISFAP Beneficiary and Wits University medical student

*"ISFAP is my saving grace.*

*"ISFAP came at a time when, like many other students, I was facing the worst crisis one could ever face in their university life. I could already smell financial exclusion and my dreams were about to be crushed due to lack of funding. It was the saving grace I needed in order not to become part of the statistics of a girl dropping out of school due to financial constraints.*

*"ISFAP funding lifted the financial burden that was affecting me academically and restored the hope that I had somewhat lost in my dreams. ISFAP offered me academic support which was very crucial in my making it through first year because of how badly my situation had affected my grades. I had been kicked out of residence due to lack of payments, and Ms Raazia (the Wits ISFAP Programme Manager) particularly didn't rest until I was allowed back there."*



MONNI CORDELIA  
MAKHWITING

### ISFAP beneficiary and University of Pretoria medical student

*"In October 2016, I received a life changing opportunity: an acceptance letter from the University of Pretoria to study Medicine (MChB), my dream career. I was excited but at the same time worried about how I was going to pay my tuition fees, where I would stay and how I would buy books or maintain my student life – because if I took this opportunity it meant I had to leave work as a professional nurse earning a stable monthly income and move to Pretoria as I was residing in Johannesburg. It was a difficult decision to make, but I did it anyway.*

*"I paid my registration fee and went to the first year orientation week in January 2017 when I heard about the ISFAP bursary and I applied for it. When I got the bursary, I was thrilled because I knew it was going to impact my life tremendously.*

*"ISFAP does not only offer financial support, but it also takes other aspects into consideration such as the well-being of an individual. It organises amazing workshops with encouraging motivational speakers, selfless tutors for academic excellence, supportive co-ordinators (pillar of strength) and most importantly all resources are available to keep us motivated and passionate. I am currently one of the ISFAP tutors and we have peer-to-peer mentoring and group mentoring.*

*"It is a great pleasure to be given this opportunity to thank ISFAP for stepping to my rescue by offering me a chance to pursue my dream career. It is a privilege and honour to be part of the ISFAP family. A lot of ease has been brought to our lives and a huge burden has been lifted off our shoulders and for that I will forever be grateful.*

*"My heart is filled with joy to know that they are people who dearly care about me and my future. Thank you for making my dream a reality."*



IAN STOLS

### ISFAP beneficiary and University of Pretoria medical student

*"31 August 2017... the day that changed my life. I received my admission letter to medicine studies and I was finally going to realise my dream of becoming a doctor.*

*"The excitement soon disappeared when I realised that I had no financial means to fund a six-year degree and coming from a family of limited financial freedom, it was nearly impossible. As fate would have it, I received an invitation to apply for financial aid from ISFAP.*

*"Receiving financial aid from ISFAP has enabled me to realise a long-lived dream. Never have I ever heard of another financial aid programme such as ISFAP. Most definitely one of a kind. ISFAP not only finances your studies. It empowers you to utilise the opportunity bestowed upon you to the fullest. ISFAP moulds you as a student to become a leader; a person of integrity and value. I am eternally grateful for the support and empowerment that ISFAP has provided me. Without ISFAP, I would never have been able to prosper as I have this year.*

*"Apart from paying for accommodation and food, ISFAP also provided a laptop (top of the range), textbook allowances, study skill sessions, community learning sessions, tutors and access to a psychologist for personal support. This enables us as students to fully focus on our studies. The project managers appointed by ISFAP for each study field funded by ISFAP is like your guardian away from home: the person you can turn to when you need any help – from studies to personal issues.*

*"My experience with ISFAP this year has been amazing. I have been utilising this opportunity to the fullest and I am so appreciative to be a part of the ISFAP family. ISFAP enriches, empowers and sculpts students for the benefit of the community."*

## HOW ISFAP CONTRIBUTES TO THE NDP AND THE UN SDGs

By implementing its strategic intent, ISFAP contributes towards both Chapter 3 and 9 of the NDP and Goal 4 and 17 of the UN SDGs. (Once its first beneficiaries graduate, ISFAP will contribute to other SDGs as well). The diagram shows how ISFAP contributes to these plans.

## economy & employment

### CHAPTER 3

### ISFAP and the NDP

The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.



The proportion of adults working should increase from 41% to 61%.



The proportion of adults in rural areas working should rise from 29% to 40%.



- ISFAP supports over 1 200 students who are studying degrees leading to 11 OHDs.
- The first ISFAP beneficiaries will graduate in 2019.

### CHAPTER

## 9

## improving education, training & innovation

Increase the number of students eligible to study towards maths and science-based degrees to 450 000 by 2030.



ISFAP supports degrees leading to 11 Occupations of High Demand (OHDs) – most of which are maths- or science-based degrees.

Increase enrolment at universities by at least 70% by 2030. The aim is for enrolments to increase to about 1.62 million from 950 000 in 2010.



Over 1 200 ISFAP enrolments between 2017 and 2018.

Improve the university pass rate to 80% by 2030.



Throughput rate for ISFAP students stands at 92% (vs a target of 50%).



### ISFAP and the SDGs



Students supported at tertiary education level



Public-private partnerships with various government institutions and SETAs



05



*AT(SA) General Manager, Nadine Kater, congratulates a 2018 AT(SA) graduate*

ACCOUNTING  
TECHNICIAN  
SOUTH AFRICA  
[AT(SA)]



## OVERVIEW

Accounting Technicians South Africa (AT(SA)) is dedicated to the education, development, regulation and support of accounting technicians in South Africa. With SAICA, AT(SA) represents confident, skilled accounting technicians who are committed and empowered to deliver and uphold the high professional standards and ethics that the profession demands.

As SAICA's entry-level qualification in accounting, the AT(SA) private and public sector qualifications offer students and employees a flexible and developmental career progression pathway.

By providing the foundation through to advanced level accounting knowledge, skills and competencies, AT(SA) seeks to improve career progression and employability of its members and deliver competent work-ready graduates and upskilled citizens already in employment, and thus contribute towards addressing South Africa's financial management skills shortage.

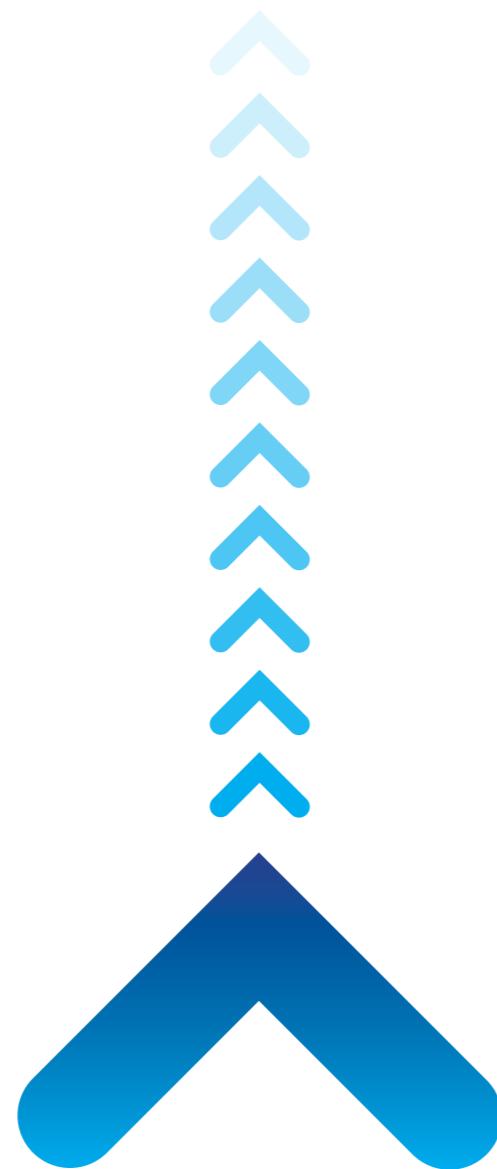
## VALUE PROPOSITION

Accounting technicians play a key support role in accounting, finance and business – competently working across all sectors of the economy to improve organisational productivity and efficiency. Through partnerships between business, government, academia and the community, AT(SA) seeks to improve the lives of disadvantaged citizens by:

- advancing access to education and providing routes to entry by improving the quality and capacity of South Africa's tertiary education system for those who wish to enter the accounting profession;
- addressing the country's skills shortage by providing a qualification that makes sustainable and meaningful employment possible;
- enhancing the employability of South Africa's youth by producing work-ready graduates and employees; and, in so doing,
- advancing the competitiveness of the economy by creating better functioning accounting and finance departments in both the public and private sectors.



The confidence to do more.



SAICA Executive Director for Nation Building, Chantyl Mulder, addresses the AT(SA) training providers

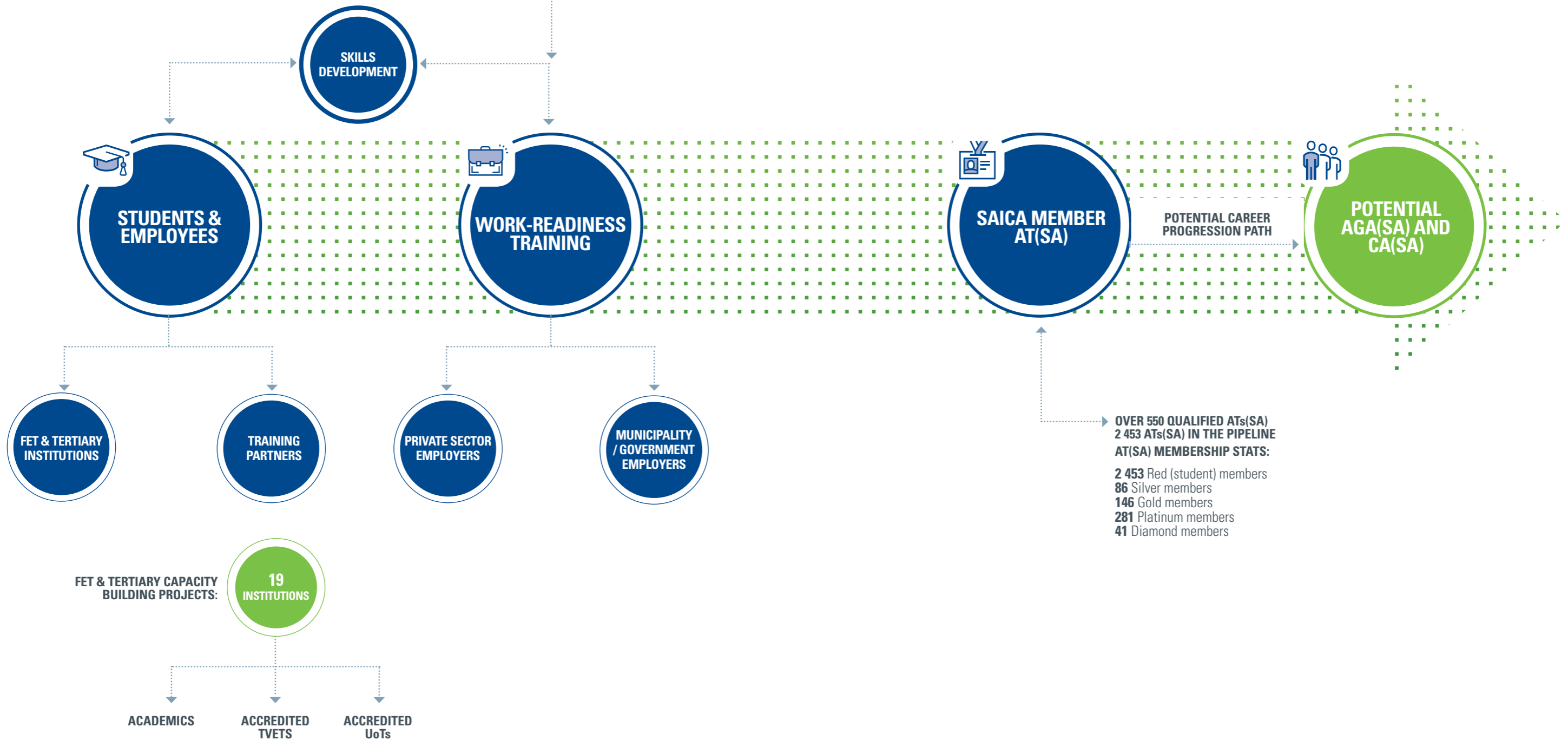
# AT(SA)'S IMPACT ON THE SAICA VALUE CHAIN (SINCE INCEPTION)

## TERTIARY EDUCATION PROGRAMMES

TVET College Training Programme: **1 041 students at 14 institutions**  
 UoT Capacity Building Project: **320 students at 7 institutions**  
 Lecture Development Initiative: **122 lecturers at 28 institutions**

## PUBLIC AND PRIVATE SECTOR PROGRAMMES

Private Sector Employers: **3 189 students & employees**  
 Public Sector Employers: **over 6 000 students & employees**  
 Public Sector Financial Management Skills Development: **157 municipalities / government offices**



## AT(SA) IMPACT

**AT(SA) HAS PROVIDED WORK READINESS QUALIFICATION AND CAREER ADVANCEMENT OPPORTUNITIES TO OVER**

**3 000**

STUDENTS & EMPLOYEES AT



**52**

TECHNICAL VOCATIONAL TRAINING & (TVET) COLLEGE, UNIVERSITY OF TECHNOLOGY (UOT) EDUCATION & PRIVATE SECTOR PROGRAMMES.



THROUGH ITS PUBLIC SECTOR TRAINING PROGRAMME

**OVER 6 000 EMPLOYEES**

ARE CREATING BETTER FUNCTIONING ACCOUNTING AND FINANCE DEPARTMENTS AT



**157 PUBLIC MUNICIPALITIES AND GOVERNMENT OFFICES**

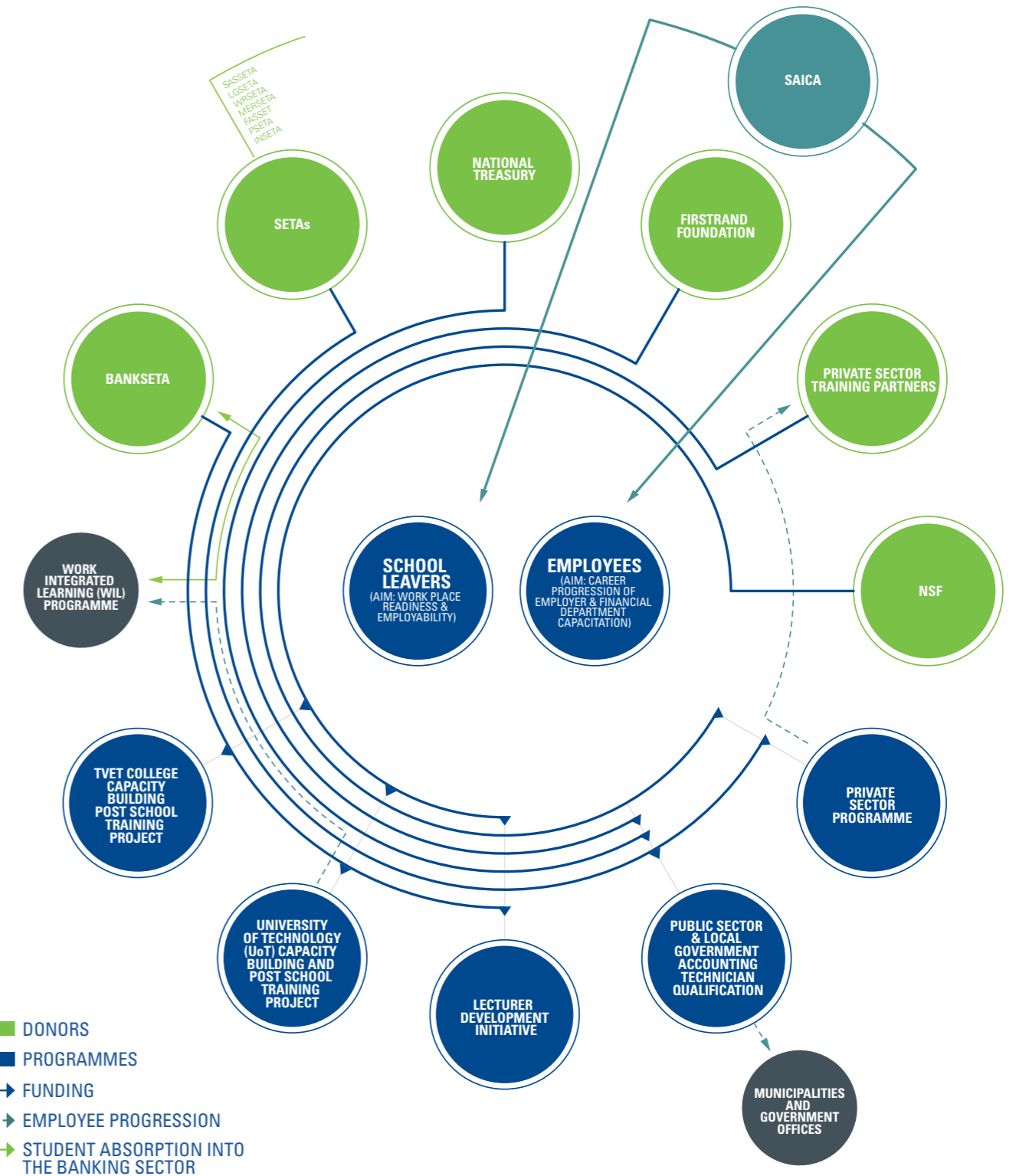


COUNTRYWIDE

## AT(SA) ECOSYSTEM

### TRUE COLLABORATION – AT(SA)

The strength of all the AT(SA) programmes is achieved through the support of powerful partnerships. The initiatives are linked to the beneficiaries through a network of relationships developed over many years. Through the power of collective collaboration, the complex structure is indicative of a strong network supporting value-creating initiatives



## TOTAL AT(SA) INTERACTIONS 2018

**7 464**  
STUDENT &  
EMPLOYEES



**122**  
LECTURERS



**14**  
TVET COLLEGES



**7** UOTS



**15**  
MUNICIPALITIES/  
GOVERNMENT  
OFFICES



**5 174**  
PUBLIC SECTOR  
EMPLOYEES



**42**  
PRIVATE TRAINING  
PARTNERS



## TOP AT(SA) EMPLOYERS IN 2018

### LOCAL MUNICIPALITIES

**34 EMPLOYEES**  
UPSKILLED

THE TOP EMPLOYERS IN THIS SECTOR ARE (LISTED ALPHABETICALLY):

- LEKWA-TEEMANE LOCAL MUNICIPALITY
- MATLOSANANA LOCAL MUNICIPALITY
- MORETELE LOCAL MUNICIPALITY
- TLOKWE LOCAL MUNICIPALITY



### GOVERNMENT DEPARTMENTS

**91 EMPLOYEES**  
UPSKILLED

THE TOP EMPLOYERS IN THIS SECTOR ARE (LISTED ALPHABETICALLY):

- DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT
- DEPARTMENT OF CO-OPERATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS
- DEPARTMENT OF EDUCATION
- DEPARTMENT OF HEALTH
- DEPARTMENT OF JUSTICE



### PRIVATE SECTOR

**113 EMPLOYEES**  
UPSKILLED

THE TOP EMPLOYERS IN THIS SECTOR ARE (LISTED ALPHABETICALLY):

- BIDPORTS
- FNB
- MTN
- OLD MUTUAL
- SANLAM
- SATL FREIGHTS



## KEY AT(SA) INITIATIVES

### SKILLS DEVELOPMENT: TECHNICAL VOCATIONAL EDUCATION TRAINING (TVET) COLLEGE TRAINING PROGRAMME

Capacitating TVET Colleges to expand opportunities for students wishing to enter the accounting profession

*In partnership with the Banking Sector Education and Training Authority (BANKSETA)*

**1 041 STUDENTS**  
14 TVET COLLEGES



### SKILLS DEVELOPMENT: MOTHEO TVET COLLEGE TRAINING PROGRAMME

Capacitating Motheo TVET College to expand opportunities for students wishing to enter the accounting profession as well as monitoring and evaluating the on-the-ground effectiveness of the funded project

*In partnership with First Rand Foundation and the Tshikululu Social Investment Project Fund*

**25 STUDENTS**  
1 TVET COLLEGE



### SKILLS DEVELOPMENT: PUBLIC SECTOR FINANCIAL MANAGEMENT QUALIFICATION

Customised public sector training to address skills shortages in government institutions from entry- to mid-level, and to improve audit reports and ultimately, service delivery

*In partnership with PSETA, LGSETA and National Treasury*

**5 174 STUDENTS**  
(PSAQ LEVEL 3 AND 4)  
**80% AVERAGE**  
**GRADUATION RATE**

157 GOVERNMENT  
OFFICES / MUNICIPALITIES



### CAPACITY BUILDING: UOT CAPACITY BUILDING AND POST SCHOOL TRAINING PROJECT

Rolling out the AT(SA) NQF level 4 qualification for UoTs to expand their offering in their finance and accounting faculties

*In partnership with BANKSETA*

**320 STUDENTS**  
7 UoTS



### CAPACITY BUILDING: LECTURE DEVELOPMENT INITIATIVE

Developing the skills of lecturers who are delivering the AT(SA) qualification

**122 LECTURERS**  
14 ACCREDITED TVETS  
7 UoTS



## CHAIRMAN'S NOTE



**ALFRED  
RAMOSEDİ**

**AT(SA) CHAIRPERSON AND CEO OF BAYPORT FINANCIAL SERVICES**

*"It is very important to make sure all relevant employees in companies understand the practical implications of accounting and how they can contribute at the lower levels to the finance discussions."*

Through the AT(SA) public sector programme, "we are building the future, and we are building people who need to grow the economy."

Strong partnerships are integral to building a strong public sector. The AT(SA) contributes to the public interest by training workers within municipalities and government as well as within the private sector. The competence with which these staff are then able to process financial information ensures the next level of financial professionals have a better quality of source material to work with. Part of the reason for the importance of providing the qualification to municipal financial professionals is to bridge the divide between operational and financial competence.

## HIGHLIGHTS



**NADINE  
KATER**

**AT(SA) GENERAL MANAGER NOMINATED AS ONE OF AFRICA'S MOST INFLUENTIAL WOMEN**

Nadine Kater, AT(SA) General Manager, was nominated as one of South Africa's most influential women in business and government at the 2018 CEO GLOBAL Pan African Awards.

The awards recognise outstanding leadership across a variety of sectors including the corporate sector, public sector, education, agriculture and even government to name just a few categories.

Nadine who has spent over 30 years championing skills development within the education space, was acknowledged for opening access to TVET Colleges and the UoTs for students wishing to enter the accountancy profession through AT(SA).



**ADDRESSING SOCIAL CHALLENGES TO REDUCE PROJECT DROPOUT RATES**

Over the years, AT(SA) has acknowledged that the psychological well-being of funded students is crucial to achieving the full academic benefits of the AT(SA) programme. That is why, in 2018, AT(SA) hosted motivational sessions around the country to address its students' psycho-social, socio-economic challenges and other barriers.

In hosting these sessions, AT(SA) seeks to decrease the dropout rate at its Bankseta Phase I and II projects.



**GRADUATIONS AND AT(SA) MEMBER NETWORKING EVENTS**

AT(SA)'s annual graduation and networking events are hosted in all nine provinces every year. Graduates celebrate their successes and have the chance to network with existing AT(SA) members together with SAICA executives. This gives graduates further insights into their career opportunities.

## SUCCESS STORIES



## APIWE VELI

**AT(SA) graduate and business owner**

*"The training has enhanced my whole life, and I think if it had not been for AT(SA) I would not have made it in the business world... From this course I have learned more than just accounting. AT(SA) has taught me that you must work very hard and that you must be passionate and ambitious in everything that you do."*

Petrusville, a small, tranquil town in the Northern Cape, is where Apiwe Veli, his brothers and cousins were raised by their grandmothers and his mother.

Apiwe completed his matric at the Petrusville High School in 2010 and then enrolled at UNISA for a National Diploma in Public Relations Management. He had to give up his studies because of financial constraints, but in 2012 he applied for a NSFAS loan to pursue the N4-N6 in Financial Management at the Motheo TVET College in Bloemfontein.

At school, Apiwe had thought that accounting was a boring subject, but while studying towards his N6 in 2013, he realised that accounting is a subject that he really likes. Then he saw the AT(SA) advertisement on the notice board at the college. He visited the website, read everything about AT(SA) and the qualification, and realised this is what he wanted to do. Regarding his experience with the AT(SA) training, he says: "It is about understanding the concepts."

After successfully completing his AT(SA) training, Apiwe registered a company called Yakanani Investment, which provides a range of services from sales and events management to construction.



## JUSTIN MEYER

**AT(SA) graduate and trainee accountant**

*"If I hadn't been one of the lucky ones selected, I probably wouldn't have had this job... it was like a platform for me... this is what I want to do, I am where I want to be now, I am very grateful to BANKSETA and AT(SA) for giving me the opportunity."*

Justin Meyer grew up in Kimberley, where he lived with his parents and an older brother. In 2004, he completed Grade 12, but financial constraints did not permit him to pursue post-school studies immediately after school. He secured a job working for an insurance company as a sales agent and applied to enrol in the Air Force. He started with his basic training in 2006, after which he was placed in the logistics unit. He concurrently enrolled for a short course in marketing, but realised from the start that it did not really suit his interests.

Following the tragic death of his brother in 2013, Justin realised that he would love to pursue further studies in accounting and he enrolled at the Institute of Certified Bookkeepers (ICB). It was here that he learnt about the AT(SA) qualification through an advertisement on Facebook, and decided to switch to the Northern Cape Urban TVET College where he could be part of this programme. Not only was the training fully funded and the qualification internationally recognised, but thanks to the BANKSETA-AT(SA) opportunity he was able to enter the accounting profession after just one year of training.

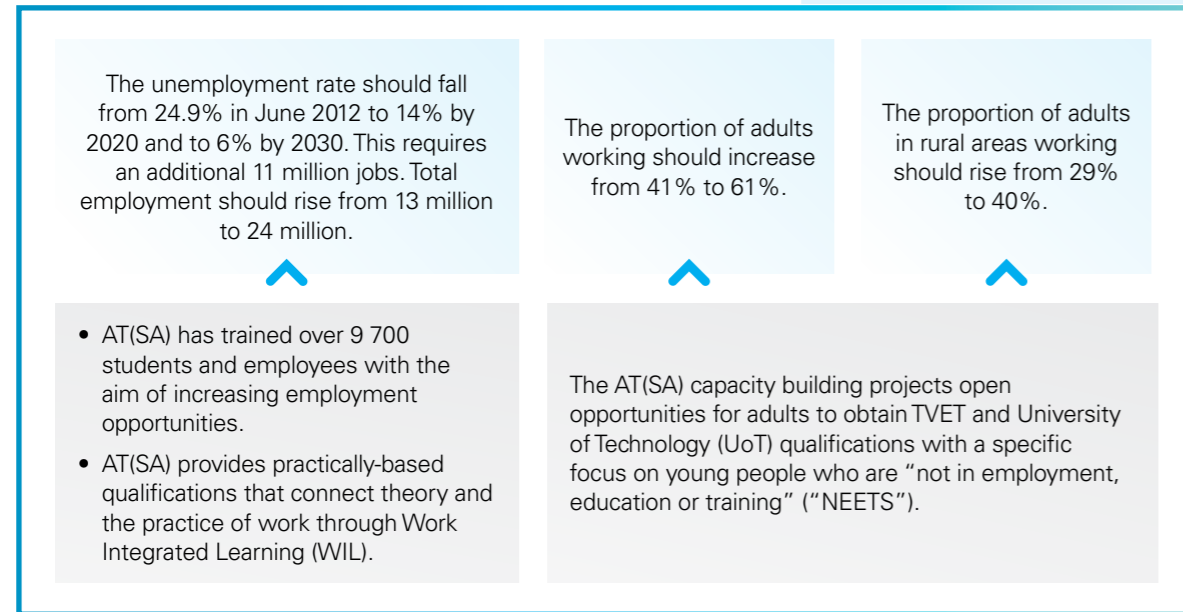
## HOW AT(SA) CONTRIBUTES TO THE NDP AND THE UN SDGS

By implementing its strategic intent, AT(SA) contributes towards Chapters 3, 9 and 13 of the NDP and Goals 4, 8, 16 and 17 of the UN SDGs. The diagram shows how AT(SA) contributes to these plans.

## economy & employment

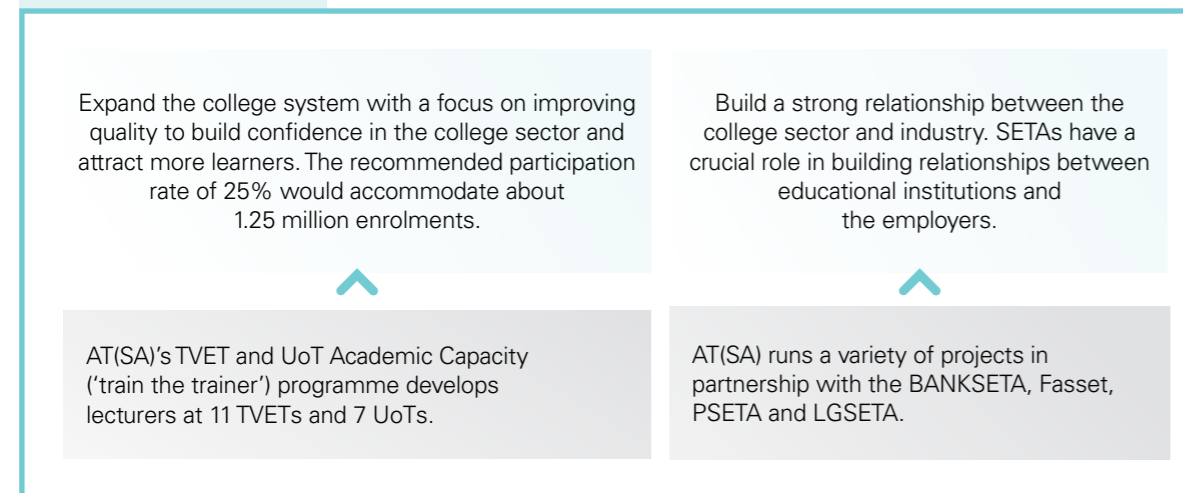
### CHAPTER 3

#### AT(SA) and the NDP



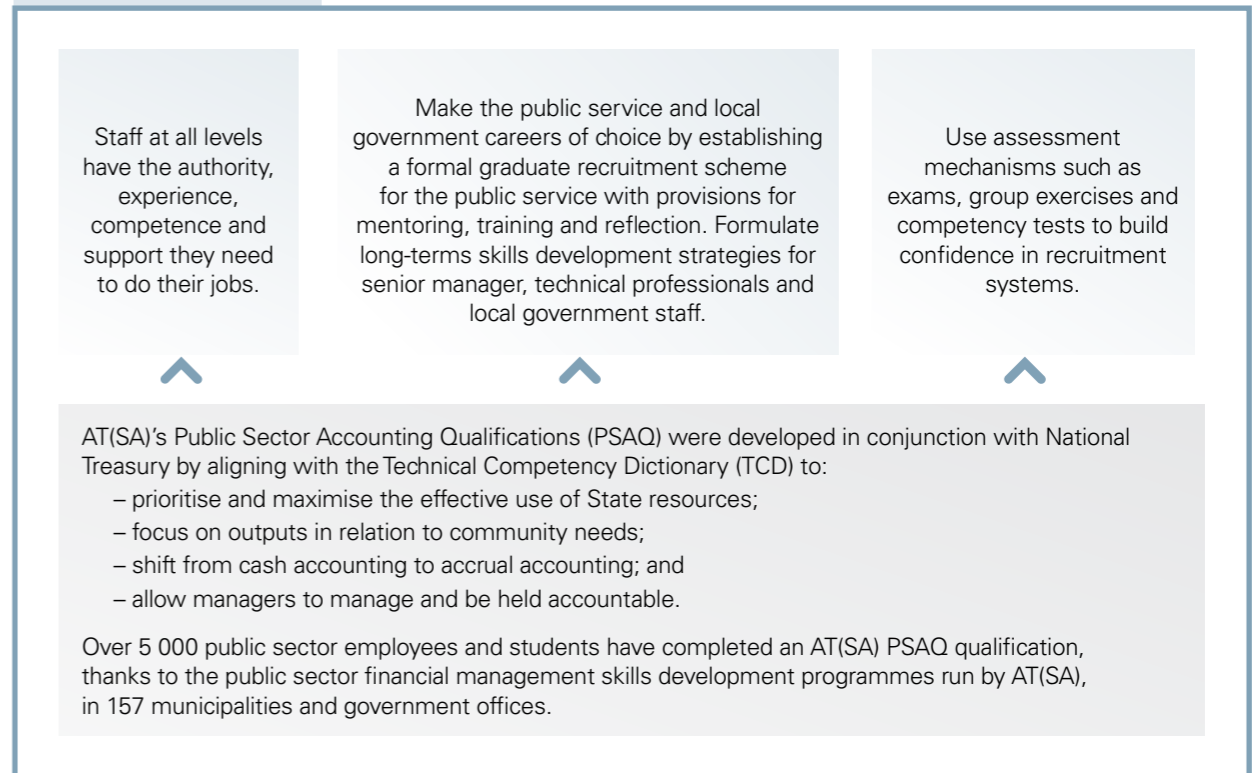
### CHAPTER 9

## improving education, training & innovation



### CHAPTER 13

## building a capable & developmental state



#### AT(SA) and the SDGs



# 06

## THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT



*Finance coach Varuna Lamgalan CA(SA) with SAICA Enterprise Development SMMEs Aletta Kganane (left) and Zoleka Mukwevho (right)*





## OVERVIEW

**The Hope Factory** delivers Socio-Economic Development (SED) Programmes and customised projects that result in mobilising economic activity for unemployed black South African citizens (as defined by the B-BBEE codes).

The Hope Factory offers Accredited Business Skills Training and Mentorship Programmes to help individuals and communities effectively start and operate their own businesses.

**SAICA Enterprise Development (Pty) Ltd**, on the other hand, is a service provider housing all of SAICA's Enterprise and Supplier Development (ESD) programmes and activities.

The key strategic intent for SAICA Enterprise Development is to enhance the value of the chartered accountancy profession by mobilising its contribution to SMME development through developing financial excellence in entrepreneurs. This financial excellence offering involves the Small and Medium Practices (SMPs) and other designations within SAICA through:

- financial bootcamps
- financial coaching
- affordable accounting services (using unemployed accounting graduates) and
- developing financial excellence reporting standards

The main purpose of this entity is to grow South Africa's entrepreneurial ecosystem through advancing the sustainable growth of small black businesses, which in turn will create employment opportunities.

SAICA Enterprise Development also offers Enterprise Development and Customised ESD projects in line with B-BBEE requirements. The entity aims to influence corporate and government policies to support and facilitate the creation of impactful ESD programmes focusing on financial excellence, aligned with the B-BBEE codes and the Chartered Accountancy Profession Sector Codes (CA Charter).

## VALUE PROPOSITION

**The Hope Factory's** purpose is to establish vital and solid foundations for informal traders that impact targeted communities and industries, as well as to leverage community impact through training personal, business and financial skills.

The Hope Factory exists with an end goal of reducing inequality and creating job opportunities so as to eliminate poverty, with a particular emphasis on the youth (graduates) and women.

**SAICA Enterprise Development** offers financial excellence to entrepreneurs through the chartered accountancy profession.

Through partnerships with SAICA's SMPs, the entity aims to achieve financial excellence in both SMMEs and incubators nationwide. The SMPs oversee the books of the accounting graduates and their SMME clients.

This provides opportunities for the SMPs to attract new staff (absorb accounting graduates) and create a pipeline of new clients (absorb the SMME clients of the accounting graduates). These accounting graduates are also eligible for AT(SA) membership. SAICA Members in Business, through their B-BBEE contributions, are supporting the SMPs and thus enabling growth and development in the entrepreneurial sector.

SAICA Enterprise Development provides impactful B-BBEE ESD solutions focusing on financial excellence that fit with Corporate and Public Sector transformation objectives with the aim to:

- enhance the value of the chartered accountancy profession by mobilising its contribution to SMME development through developing financial excellence in entrepreneur;
- deliver excellent B-BBEE solutions aligned to client expectations;
- create customised ESD programmes that make business sense and lead to return on investment;
- develop financial excellence in entrepreneurs that leads to tangible economic impact;
- enable clients to seamlessly broaden their supplier base by integrating vetted black SMMEs.
- provide affordable accounting services for the SMME sector; and
- provide proven B-BBEE compliance and impact.



*Class of 2018 Enterprise Development Graduation held in Johannesburg*

# THE HOPE FACTORY & SAICA ENTERPRISE DEVELOPMENT IMPACT ON SAICA VALUE CHAIN (SINCE INCEPTION)

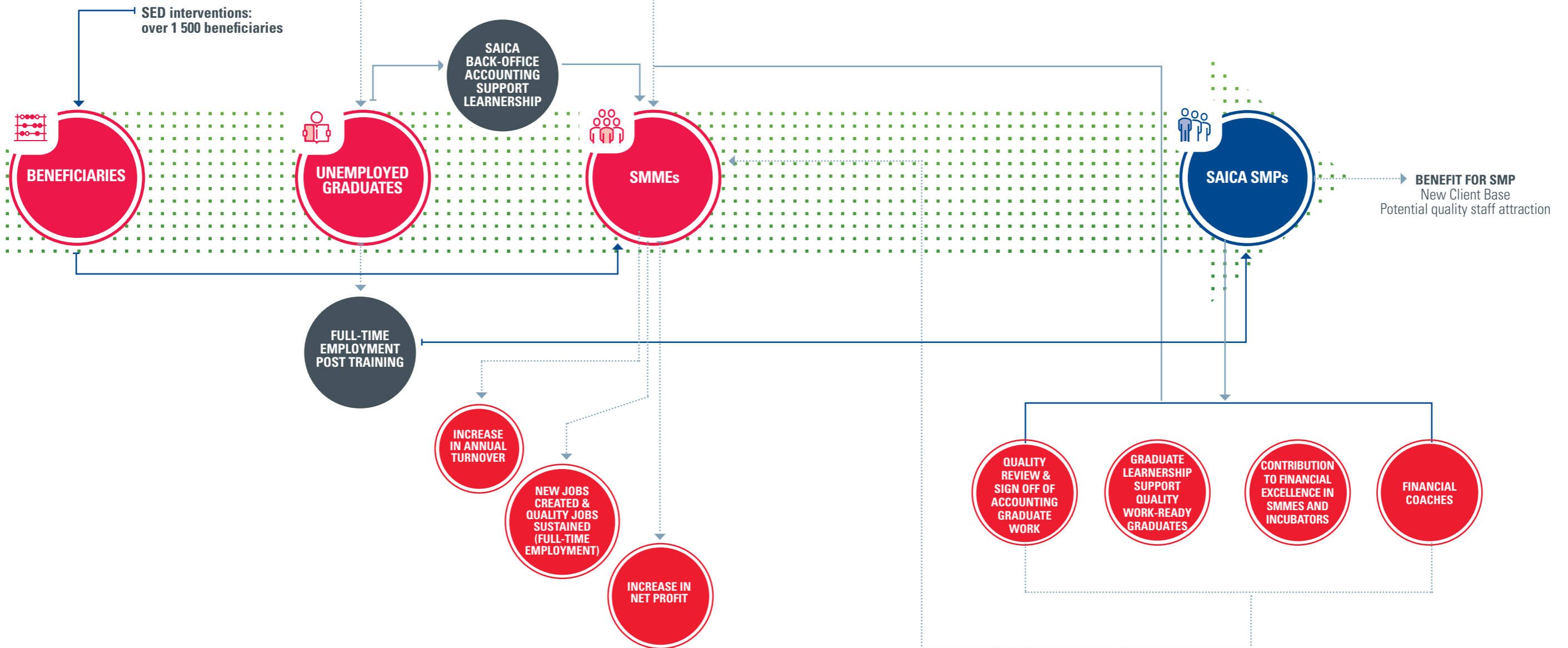


### UNEMPLOYED GRADUATE PROGRAMME (LAUNCHED IN 2013)

Work-Readiness Training:  
**338 unemployed graduates**  
 Graduate Employment Placement Rate:  
**over 90%**  
 SAICA Back-Office Support Learnership:  
**40 graduates**

### SMME SUPPORT PROGRAMMES

Accounting Support Programme: **Over 250 SMMEs**  
 JHB and PE ED Programme: **Over 685 SMMEs (ED Programme previously under THF)**  
 Customised ESD projects: **Over 35 SMMEs**  
 SMMEs Funds and Incubators Supported: **11 Funds & Incubators**  
 Jobs Created by Supported SMMEs: **Over 457 jobs (2014-2018)**



## THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT'S IMPACT 2018

OVER THE PAST YEAR, THE 23 BENEFICIARIES ON THE HOPE FACTORY'S START-UP DEVELOPMENT TRAINING AND MENTORING PROGRAMME PRODUCED THE FOLLOWING KEY RESULTS:

**220%**  
improvement in running a fully operational business

up from **26.32%**

**80%**  
of the beneficiaries indicated that the one-on-one mentoring sessions helped them to better understand their business

**80%**  
indicated that their ability to meet their family's basic needs improved since joining the programme

**95%**  
indicated that the programme has improved their quality of life

SAICA ENTERPRISE DEVELOPMENT DEVELOPED 35 SMMES THROUGH ITS ESD PROGRAMME:

**92%**  
of these businesses experienced a growth in turnover

**65%**  
experienced growth in net profit

**27**  
new jobs were created

**25%**  
experienced growth in their number of full-time employees

FROM A SKILLS ADVANCEMENT PERSPECTIVE, THESE SMMES REPORTED AN IMPROVEMENT OF:

**43%**  
in financial management systems and processes

**27%**  
in innovation and technology (to improve services and products)

**60%**  
in level and frequency of skills development

**47%**  
in sales strategy and sales targets

**60%**  
in marketing strategy and brand identity



**90%**

OF SMMES THAT EXPERIENCE MENTORSHIP AND COACHING SAY IT HAS

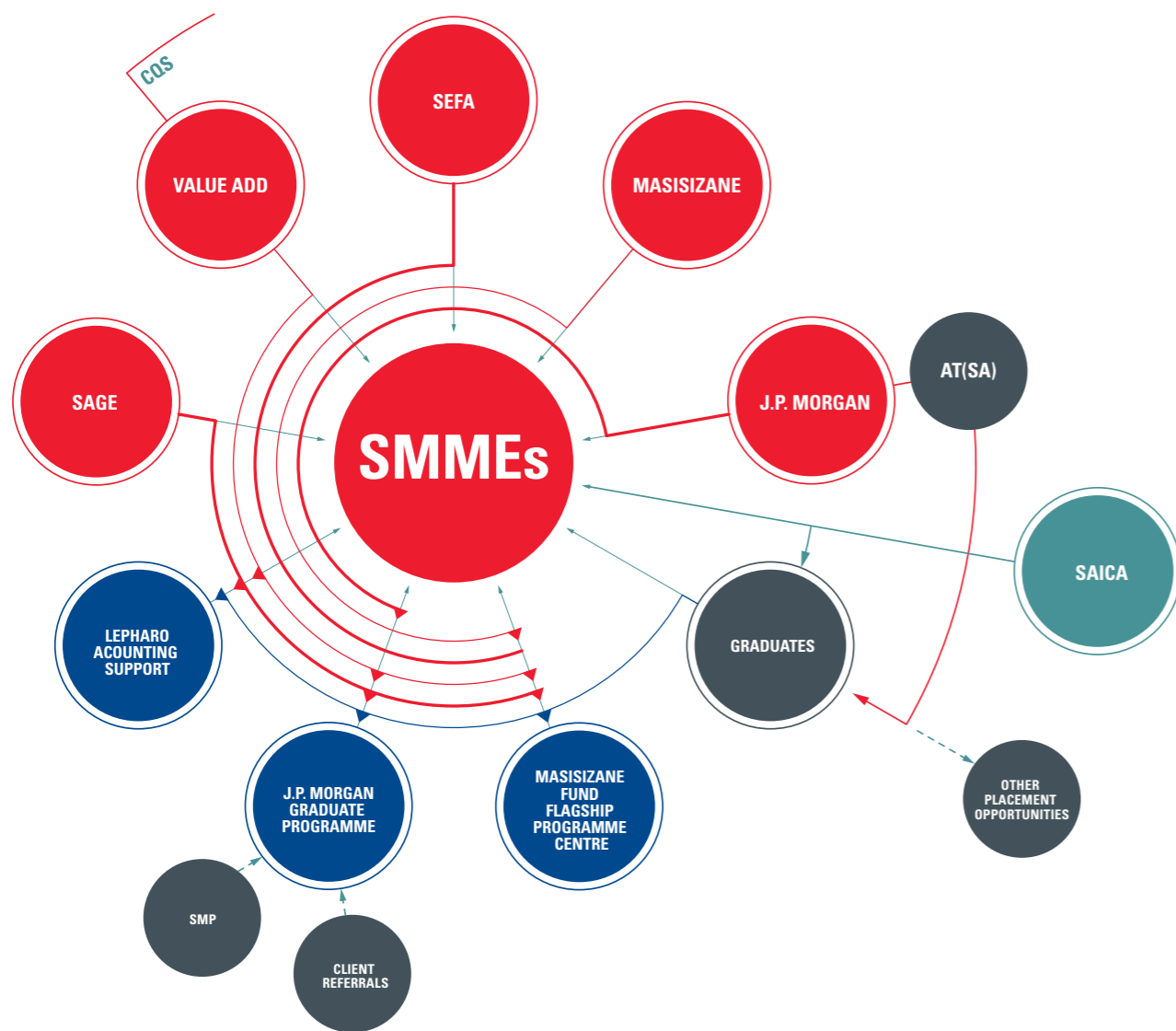
**IMPROVED THEIR EFFECTIVENESS AND ABILITY TO ACHIEVE THEIR BUSINESS OBJECTIVES**

# THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT ECOSYSTEM

## TRUE COLLABORATION – SMME SUPPORT

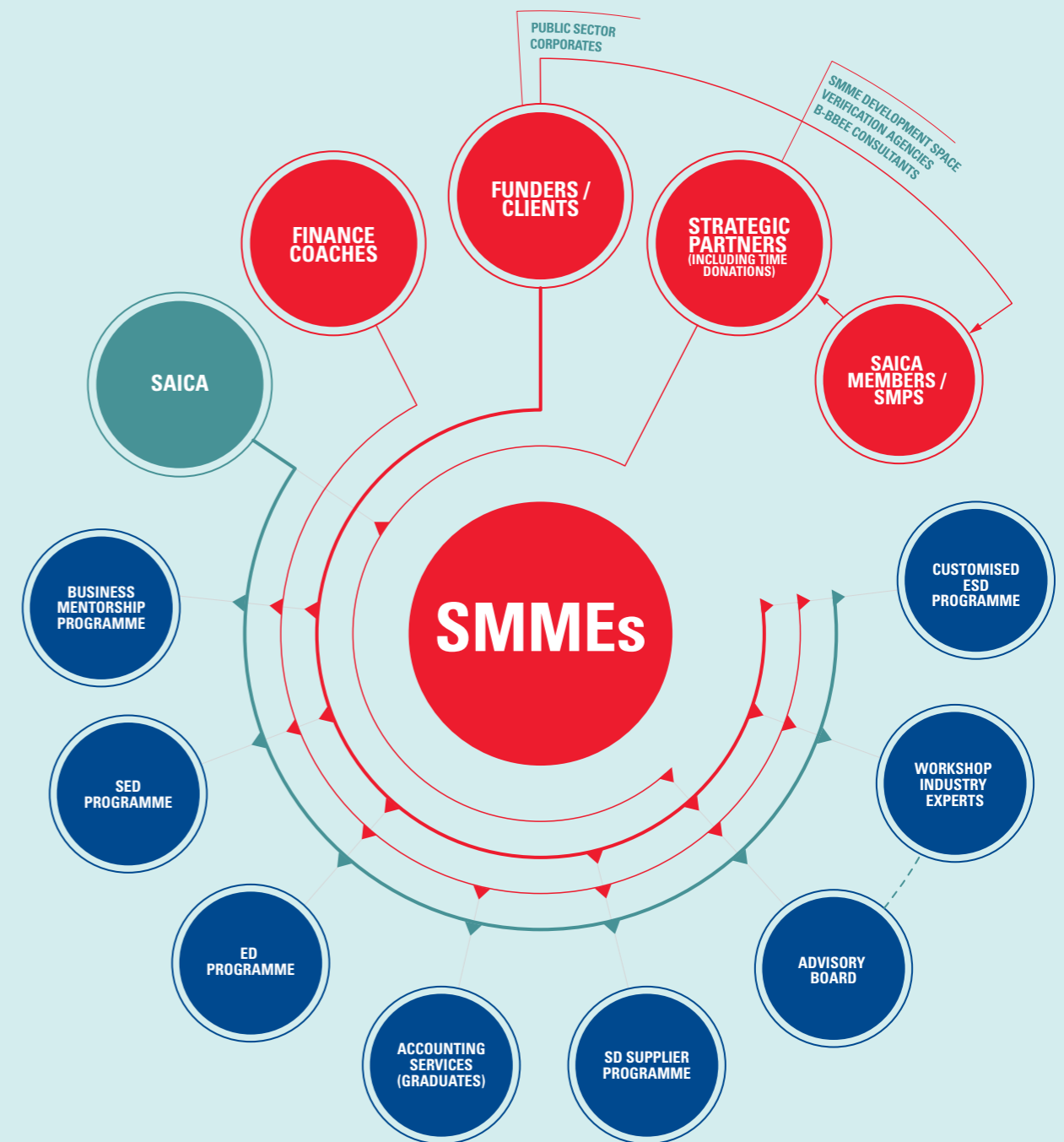
The strength of all the SMME support programmes run by The Hope Factory and SAICA Enterprise Development is achieved through the support of powerful partnerships. The initiatives are linked to the beneficiaries through a network of relationships developed over many years. Through the power of collective collaboration, the complex structure is indicative of a strong network supporting The Hope Factory and SAICA Enterprise Development value creating initiatives.

## BACK-OFFICE ACCOUNTING & SUPPORT ECOSYSTEM



● PROGRAMMES  
● PARTNERS

# THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT SMME ECOSYSTEM



● PROGRAMMES  
● PARTNERS

SD - SKILLS DEVELOPMENT  
SED - SOCIO ECONOMIC DEVELOPMENT  
ED - ENTERPRISE DEVELOPMENT  
ESD - ENTERPRISE & SUPPLIER DEVELOPMENT

## TOTAL ENTERPRISE DEVELOPMENT INTERACTIONS 2018

**270**  
SMMES 

**62**  
GRADUATES 

## KEY ACCOUNTING SUPPORT INITIATIVES

### J.P. MORGAN ACCOUNTING SUPPORT FLAGSHIP PROGRAMME

Providing back-office accounting support services to Gauteng SMMEs through unemployed graduate learnerships

*Funded by the J.P. Morgan Foundation and SMP partnership programme piloted with Khumalo and Mabuya Chartered Accountants*

**50** UNEMPLOYED GRADUATES TRAINED 

- 13 GRADUATES RETAINED FOR SAICA BACK-OFFICE ACCOUNTING SUPPORT LEARNERSHIP – ALL HAVE RECEIVED MEMBERSHIP TO AT(SA)

**100** SMMES SUPPORTED 

**71** JOBS CREATED 

- INCREASED TURNOVER BY 55% (ON AVERAGE)
- RECEIVED 13 NEW CONTRACTS
- ACQUIRED FUNDING FOR 4 SMMES ON THE PROGRAMME
- SECURED 2 GRANTS AND 1 TENDER FOR COMPANIES ON THE PROGRAMME
- 85% OF SMMES SUPPORTED ACHIEVED ACCEPTABLE COMPLIANCE LEVELS WITH THEIR FINANCIAL RECORDS AND SUBMISSIONS TO THE SOUTH AFRICAN COMPANIES AND INTELLECTUAL PROPERTY COMMISSION (CIPC) AND THE SOUTH AFRICAN REVENUE SERVICES (SARS)

### OLD MUTUAL'S MASISIZANE FUND ACCOUNTING SUPPORT PROGRAMME

Providing back-office accounting support to small-scale farmers in rural KwaZulu-Natal and the Eastern Cape  
*In partnership with Old Mutual*

**8** GRADUATES RETAINED FOR SAICA BACK-OFFICE ACCOUNTING SUPPORT LEARNERSHIP ALL OF WHO HAVE RECEIVED MEMBERSHIP TO AT(SA)

**7** AGRICULTURAL COOPERATIVES & **8** INDIVIDUAL FARMERS 

### SEFA CLIENT ACCOUNTING SUPPORT PROGRAMME

Providing back-office accounting support to clients of the Small Enterprise Finance Agency (sefa)

**11** SMMES 

### LEPHARO INCUBATOR ACCOUNTING SUPPORT PROGRAMME

Providing back-office accounting support to SMMEs participating in the SEDA Ekurhuleni Base Metals Incubation (Lepharo) Programme

**2** GRADUATES RETAINED FOR SAICA BACK-OFFICE ACCOUNTING SUPPORT LEARNERSHIP

**110** SMMES 

### GENERAL ACCOUNTING AND BACK-OFFICE SUPPORT

Providing back-office accounting support to SAICA Enterprise Development clients

**19** SMMES 

## KEY SMME SUPPORT INITIATIVES

### THE HOPE FACTORY (PE) SOCIO-ECONOMIC DEVELOPMENT PROGRAMME

Providing training and mentorship programme for entrepreneurially minded individual with core focus areas in:

- Personal (leadership) Development
- Business Development and
- Financial Excellence

The programme consists of the following elements: the New Venture Creation Skills Programme (SAQA accredited), the Basic Computing Skills Programme (SAQA accredited), Personal, Business and Financial Mentoring and workshops

**23** BENEFICIARIES 

### KC TALKS EVENTS

Events focusing on access to funding for start-up businesses and social media

*In collaboration with Khanyisela College*

**123** BENEFICIARIES   
(6 EVENTS HELD IN THE EASTERN CAPE)

### SAICA ENTERPRISE DEVELOPMENT CUSTOMISED ESD PROGRAMME

Developing SMMEs that form part of corporate supply chains

**12** SMMES 

### THE HOPE FACTORY INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) PROGRAMME

Introduction to computers training programme

**10** BENEFICIARIES   
(EASTERN CAPE)

### SAICA ENTERPRISE DEVELOPMENT FLAGSHIP PROGRAMME

Developing black SMMEs through impactful entrepreneurial development programmes centred around Financial Excellence. This includes:

- Financial bootcamps
- Financial coaching
- Affordable accounting services (using unemployed accounting graduates)
- Developing Financial Excellence reporting standards.

**35** SMMES FROM VARIOUS SECTORS 

### THE HOPE FACTORY CUSTOMISED ELUNDINI MUNICIPALITY SED PROJECT

The Hope Factory investigated and presented three possible ownership models to Elundini Municipality for the Elundini Furniture Manufacturing Project in Maclear, Eastern Cape. The scope of the project included research, stakeholder questionnaires and interviews, and an engagement session with the various stakeholders towards submitting a final report for consideration and implementation.

## AVON AND DEDISA PEAKING POWER ENTERPRISE AND SUPPLIER DEVELOPMENT ('ENEGRO') PROJECT

Developing entrepreneurs within the energy sector through an Enterprise Development programme, as well as a turn-key initiative aimed at growing SMMEs for potential supply chain integration

**7 SMMEs**  
(KZN AND EASTERN CAPE)



## ACCESS TO MARKET SEMINARS

These events highlight the importance of understanding how SMMEs access new markets to grow their businesses. Stakeholders included SMMEs, procurement heads and other industry experts, to discuss how to minimise this barrier to growth

**30 SMMEs**  
(3 SESSIONS IN THE EASTERN CAPE)



## ADVISORY BOARD

Providing SMME business owners with a panel of expert advisers to deliver strategic advice and introduce new skills to the business. Aimed at continuously improving the way SMMEs run their businesses

**48 SMMEs**  
(2 SESSIONS IN JOHANNESBURG)



## GLOBAL ENTREPRENEURSHIP WEEK (#GEW18) MASTERCLASS FOR SMMEs

In support of this global initiative, SAICA Enterprise Development hosted a four-day event focusing on sales and marketing masterclasses for SMMEs to upskill themselves and take their businesses to the next level

**86 SMMEs**  
(JOHANNESBURG)



## HIGHLIGHTS

### THE HOPE FACTORY LAUNCHES A NEW VENTURE CREATION PROGRAMME

As an accredited Services SETA training provider, The Hope Factory offered a New Venture Creation Skills Programme consisting of seven unit standards:

1. Demonstrate an understanding of an entrepreneurial profile
2. Finance a new venture
3. Apply the principles of costing and pricing to a business venture
4. Research the viability of new venture ideas/opportunities
5. Engage in sustained oral/signed communication and evaluate spoken/signed texts
6. Produce business plans for a new venture
7. Apply basic computer technology

The entity is currently in the process of being registered with the Department of Higher Education and Training (DHET).

### SAICA ENTERPRISE DEVELOPMENT OFFICIALLY LAUNCHED

SAICA Enterprise Development was officially launched on 8 March 2018 as a wholly owned subsidiary of SAICA's The Hope Factory NPC to create greater impact in SMME development.

*The CEO of SAICA Enterprise Development, Annie McWalter comments: "Developing SMMEs is our passion and expertise, and we look forward to partnering with SAICA's Small Medium Practices (SMPs) and the other SAICA designations to achieve financial excellence in the SMME sector."*



**Launching SAICA Enterprise Development to the market**  
From left: Thakhani Makhuvha (CEO of sefa), Fanisa Lamola (Executive Director: Corporate Services at SAICA), Annie McWalter (CEO of SAICA Enterprise Development), Chantyl Mulder (Executive Director: Nation Building at SAICA) and Ernest Carelse (Chairman of the SAICA Enterprise Development Board)

## SAICA AND J.P. MORGAN TURN SMMEs AND UNEMPLOYED GRADUATES INTO REAL ECONOMIC PLAYERS

SAICA's J.P. Morgan Accounting Support Flagship Programme celebrated the success of an 18-month partnership that has given 100 Gauteng and North-West-based SMMEs, as well as 50 unemployed accounting graduates the opportunity to change their destiny.

Launched in mid-2017, the SAICA J.P. Morgan Accounting Support Flagship Programme had an ambitious two-fold aim: to help SMMEs reach the level of sustainability to drive economic growth and create employment while providing work-readiness training to black unemployed accounting graduates and improve their chance of finding meaningful employment.

A total of 50 unemployed, accounting graduates from disadvantaged backgrounds received six months' work-readiness training to develop the soft skills, professionalism and technical know-how needed in an office environment. On completion of this training, all graduates were placed into formal learnerships and employment. Of these graduates, 13 joined the SAICA Back-Office Support Learnership for the duration of the project to service the accounting needs of the selected SMMEs. To give them a further advantage, a partnership with Accounting Technicians South Africa (AT[SA]) means graduates gained membership to one of the leading professional accountancy bodies in the world."

### GRADUATE WINNERS

- The Team Player Award went to Gilbert Matlala and Kwanele Bam for demonstrating reliability, communicating constructively, sharing openly and willingly and being true problem solvers.
- Norah Matodzi and Precious Motha received the Fundamental Star Award for showing consistency in excellent service delivery and meeting deadlines.
- The Future Leader Award was won by Andisani Mantsha and Thando Ngcezula for displaying an in-depth understanding of the accounting profession, its values and objectives for building our nation through responsible leadership.

### SMME WINNERS

- Zimasa Travel was awarded the Best Performing SMME Award for demonstrating steady growth in revenue and net profit year on year, despite the turbulent economic times.
- The Most Compliant SMME Award went to Tisang Group and ASM Transport for taking ownership of the compliance of their business and realising the importance of timeous and accurate financial records.
- In the Most Improved SMME Award category, Afri Sky and Soylyte were celebrated for improving and maintaining economic and operational growth.



**SAICA J.P. Morgan Graduates and SMME winners**  
(pictured with Annie McWalter, CEO of SAICA Enterprise Development and Mandisi Nombembe, Project Manager SAICA Enterprise Development)

### SAICA AND OLD MUTUAL'S MASISIZANE FUND AWARDS THE BEST FARMERS

The Masisizane Agricultural Flagship Project operates in the areas of the Alfred Nzo District Municipality in the Eastern Cape Province and the Harry Gwala District Municipality in KZN. The primary objective of the project is to reach economies of scale and boost the participating farmers' competitiveness. The Masisizane Flagship Project along with its partners aims to address the socio-economic challenges through Enterprise Development in the agricultural sector.

For the past two years, SAICA Enterprise Development has provided accounting and back office support to the seven agricultural co-operatives and eight individual farmers on the programme.

At the 2018 Harvest Day celebratory event, stakeholders recognised a better season of harvest for the farmers involved in the project compared to the previous year's harvest. The stakeholders also gained a better understanding of the magnitude

of the project, as well as the positive impact of the collaborative and mutually-beneficial strategy on the two provinces and their people.

The following four winners received excellence awards across four categories of agricultural enterprise:

- Stuurman Farm & Auctioneering: Most improved flagship farmer in terms of crop yields and overall management (planning, budgets and people).
- Ushaka Uvukile: Best performing agricultural cooperative in terms of yields, cohesion and governance.
- Loto Greens Cooperative: Best performing farmer in maize in terms of crop yields and overall management (planning, budgets and people).
- Black Diamond Farm: Best performing farmer in dry beans in terms of crop yields and overall management (planning, budgets and people).



Stakeholders discover the positive impact of the Masisizane project on communities in the Alfred Nzo and the Harry Gwala districts

## SUCCESS STORIES

### ESCHEL LIESERING



#### Owner of Plateau Solutions and SAICA Enterprise Development SMME

Eschel joined SAICA Enterprise Development at the beginning of 2017 as part of its entrepreneur development programme. At the time, his business had been operating for four years but he felt that he was not making the progress needed to take his business to the next level. The Financial Excellence programme has been valuable to Eschel:

*“The financial bootcamp taught me that knowing the numbers in my business is of utmost importance. I was able to implement important financial controls, such as an accounting system. This allowed me to have a closer eye on our monthly income and expenditure, which in turn assisted with better cash flow management.”*

These financial controls made it possible for the company to produce the monthly management reports that are essential when applying for finance, vehicles or equipment. This greatly assisted Eschel with the purchasing of two company vehicles over the past two years. The company was also awarded a three-year pest control contract with a major automotive manufacturer in the Eastern Cape.

# SUCCESS STORIES



## KHOLISWA ZONDANI



### Owner of Tshimoloho Group and SAICA Enterprise Development SMME

Johannesburg-based Tshimoloho Group provides national and international transportation of cargo and road freight services to various sectors, including mining, agriculture, retail and wholesale.

Since joining the Enterprise Development programme, the business has seen phenomenal increases in turnover of 800%. Its profitability increased by 88% and the group also landed its first big contract with a blue chip company. Due to this increase in sales, the Tshimoloho Group was able to create new jobs, by increasing from two part-time positions to eight permanent jobs by December 2018.

Owner, Kholiswa Zondani says:

*"The financial coaches were a constant reminder that I have to focus on the strategy and goals of the business, while also making sure I take good care of the employees and myself. They kept me accountable when I got carried away and started working in the business as opposed to working on the business. Their advice and guidance was highly beneficial for the business and gave me confidence to keep going when it got tough during the year."*



## ANDISANI MANTSHA

### Accounting graduate – SAICA back-office accounting support learnership

Andisani Mantsha, one of the previously unemployed accounting graduates who was part of the SAICA J.P. Morgan Accounting Support Flagship Programme explains how this learnership has changed her life:

*"Companies want employees with experience, but you can only get the experience they require by working. It's a 'catch 22' situation. This opportunity has set me apart from those who have qualifications but no internship. Experience is what counts in business."*







BOITOMELO MOKGARA

**Administration manager of Khucula Trading and SAICA Enterprise Development SMME**

Boitomelo Mokgara, the administration manager of Khucula Trading, an SMME beneficiary of the SAICA J.P. Morgan programme says:

*“Through the training sessions that we have been attending at SAICA, we have learnt about the new regulations and why they have been put in place. We know how to upgrade, renew and update our company certificates — and that is a huge cost saving from getting independent agencies or individuals to create them for us. We now have a better understanding of how to manage our finances and not to misuse them.”*

“We are now able to see the bad expenditure on our books and try to avoid it. SAICA has also showed us that we need to have a more permanent workflow throughout the year, and that is the reason why we are trying to broaden the company by going the transportation route. We have seen a gap in the transportation sector in our area and we have started to learn about that area of business, as we would like to venture into logistics and manufacturing.”

Khucula Trading is already showing success in that field, and recently started transporting furniture in its own truck. It also landed two contracts for the Department of Transport during the course of this programme.



NOMAHLUBI NAZO

**Beneficiary of The Hope Factory SED programme**

As a science graduate from UCT Nomahlubi Nazo manufactures collagen with healing properties obtained from fish scales. At the start of The Hope Factory’s Socio-Economic Development programme she said: *“I am awesome with chemistry, but really lack business skill.”* She did not have any experience of running a fully operational business when she joined, nor the ability to cost her products.

Together with her chemistry expertise and what she learned on The Hope Factory’s training and mentoring programme, 2018 was a big year of wins for Nomahlubi’s start-up journey.

Early in the year, she won the South African Student Category of the FemBio Biz Competition as part of the Africa Women Innovation & Entrepreneurship Forum Growth Accelerator Programme. Together with funds to buy equipment, she also won R70 000 from SAB. Her winnings included an exclusive invite to the world’s leading start-up event where 20 000 tech heads came together at the Slush Academy, Helsinki, Finland in December:

*“It was the personal development training and mentoring that I received from The Hope Factory that improved my self-esteem and helped me to successfully pitch my business at the competition,”* says Nomahlubi.

# HOW THE HOPE FACTORY AND SAICA CONTRIBUTE TO THE NDP AND THE UN SDGS

By implementing its strategic intent, The Hope Factory and SAICA Enterprise Development contribute towards Chapters 3, 4 and 6 of the NDP and Goals 1, 2, 7, 8, 10 and 17 of the UN SDGs. The diagram shows how The Hope Factory and SAICA Enterprise Development contribute to these plans.

## economy & employment

### CHAPTER 3

#### The Hope Factory, SAICA Enterprise Development and the NDP

The proportion of national income earned by the bottom 40% should rise from about 6% today to 10% in 2030.

The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.

The proportion of adults in rural areas working should rise from 29% to 40%.

- The Hope Factory has equipped over 1 500 beneficiaries with skills to establish sustainable businesses.
- SAICA Enterprise Development has developed over 980 black SMMEs through its financial excellence offering so that these SMMEs can plan an active role in economic transformation and job creation. Over 450 jobs created by supported SMMEs (2014-2018).

### CHAPTER 4 economic infrastructure

Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system, and market operator and accelerated procurement of independent power producers.

The SAICA Enterprise Development Avon and Dedisa Project bespoke 'Enegro' programme develops black energy consultants and professionals with the aim of supporting SA's energy sector and finding new energy solutions.

## CHAPTER 6 inclusive rural economy

An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030.

SAICA Enterprise Development, in partnership with Old Mutual's Masisizane Fund, provides back-office accounting support to small-scale farmers in rural KZN and the Eastern Cape to empower farmers an employment opportunities.

#### The Hope Factory, SAICA Enterprise Development and the SDGs



# 07



*SAICA staff spent Mandela Day helping children in Alexandra*

## COMMUNITY PROJECTS

**TOTAL COMMUNITY OUTREACH INTERACTIONS DURING 2018**  
**3 810**  
**VULNERABLE CHILDREN ASSISTED**

**KEY COMMUNITY OUTREACH INITIATIVES**

**ORPHANAGE SUPPORT INITIATIVE**

SAICA provides copies of past examination papers as well as study guides to help orphaned matric candidates prepare for their final examinations.

*In partnership with the Department of Social Development and the National Association of Child Care Workers (NACCW)*

**3 420 MATRIC CANDIDATES**

**NELSON MANDELA DAY**

For Mandela Day, SAICA staff donated time and resources to bettering the lives of the grade one learners at Emfundisweni Primary School in Alexandra.

Having worked closely with school official to identify the needs of these learners, SAICA staff raised money to provide:

- jerseys for Grade 1 learners who did not have one;
- party packs for all the Grade 1s;
- felt boards for all Grade 1; classrooms;
- white Boards for all Grade 1 classrooms; and
- green chalkboard paint.

Ten SAICA staff members spent two mornings painting the chalkboards of the Grade 1 classrooms to help teachers at the school educate better.

**200 CHILDREN BENEFITED**



*Sarah Malatji and Therese Kanda receives a certificate of recognition from Emfundisweni Primary School for SAICA's Mandela Day project*



*Nation Building's year-end initiative saw the team spoil vulnerable children in Orlando*

**OTHANDWENI CHILDREN'S HOME**

Othandweni Children's Home in Orlando, Soweto, exists to take care of children by offering both curative and preventive services to deal with problems of abandonment, neglect and abuse. Presently, the home looks after 90 children from three months to 20 years old.

At its year-end initiative, SAICA's Nation Building Department visited the home to share the Christmas spirit with the children. Armed with sweets, cooldrinks and lunch, the team handed out gifts, chatted to the children and learnt more about the work done by this community.

[WWW.OCH.ORG.ZA](http://WWW.OCH.ORG.ZA)

**90 CHILDREN BENEFITTED**

**WECARE**

Spearheaded by South Africa's female chartered accountants, SAICA launched the weCare project in 2007 to make a significant difference to the lives of South African children. Today, weCare supports Noah's Ark Yeoville, Johannesburg, an after-care centre for orphaned and vulnerable children impacted by HIV/AIDS.

The weCare project provides financial support and also donates food, toiletries, clothes and stationery. It also sponsors birthday gifts and parties through the Birthday Buddies initiative.

*Supported by members of the profession with special thanks to PwC, KPMG, BDO South Africa & Nkonki*

**100 CHILDREN BENEFITTED**



*One of WeCare's Birthday Buddies initiatives*

# HOW SAICA'S COMMUNITY PROJECTS CONTRIBUTE TO THE NDP AND THE UN SDGS

By implementing its strategic intent, SAICA's community projects contribute towards Chapter 11 of the NDP and Goals 4, 10 and 17 of the UN SDGs. The diagram shows how SAICA's community projects contribute to these plans.

## social protection

### CHAPTER 11

#### SAICA's Community Projects and the NDP

All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.

SAICA's Orphanage Support Initiative, run in partnership with the Department of Social Development and the National Association of Child Care Workers (NACCW).

Nelson Mandela Day school initiative.

weCAre

#### SAICA's Community Projects and the SDGs



Orphanage Support Initiative  
Nelson Mandela Day Initiative



WeCAre



Public-private partnerships with various government institutions



The SAICA team admiring the changes they made to the classrooms at Emfundisweni Primary School

# 08



THOUGHT  
LEADERSHIP

*Professor Wiseman Nkuhlu – a stalwart of the accountancy profession and firm supporter of SAICA Nation Building*



## THE ACCOUNTING PROFESSION AND THE SDGS

In 2018, SAICA Nation Building embarked on the first of its annual projects to consolidate information on how the accounting profession in South Africa is contributing to the SDGs. Initial research illustrated that the profession has projects that contribute to all 17 goals.



The full report can be downloaded here: <http://sdg.saica.co.za/SDG-Report>

## PROMOTING A CULTURE OF RESPONSIBLE LEADERS

Courageous Conversations was launched in May 2017, as a thought leadership initiative between SAICA and the Wiseman Nkuhlu Trust to create a platform for engagement between the country's thought leaders, experienced professionals and the public, to find innovative but practical solutions to troublesome socio-economic issues affecting the chartered accountancy profession as well as the country. The long-term strategic intention behind the initiative is to create a national culture of critical thinking and solutions creation.

On Tuesday 12 June 2018, the first Courageous Conversations dialogue for 2018 took place as part of SAICA's ongoing trust restoration exercise.

At the event, Trevor Manuel (former Finance Minister and Old Mutual Chairperson), Tsakani Ratsela (the Deputy Auditor-General), Professor Linda de Beer, Helen Munter (the former director of the division of Registration and Inspections in the USA) and Geoffrey Qhena (IDC CEO) engaged in a reflection on the state of the chartered accountancy profession – looking at how we got here and what we need to collectively do to correct the situation.

You can view the highlights of the 12 June 2018 Courageous Conversations event here:



CNBC's interview with SAICA Executive Director, Nation Building, Chantyl Mulder, about the importance of the event <http://bit.ly/2Q6RMFP>



CNBC's interview with Deputy Auditor-General, Tsakani Ratsela on why the profession needs to restore the public's trust <http://bit.ly/2Q3oKXP>



SABC's panel discussion reel <http://bit.ly/2HoHX2i>



### Speaking courageously

From left: Tsakani Ratsela, Helen Munter, Professor Wiseman Nkuhlu, Geoffrey Qhena, Professor Linda de Beer, Trevor Manuel and Stephen Grootes

## HOW NATION BUILDING'S THOUGHT LEADERSHIP INITIATIVES CONTRIBUTE TO THE NDP AND THE UN SDGS

By implementing its strategic intent, SAICA's community projects contribute towards Chapter 14 and 15 of the NDP and Goal 17 of the UN SDGs. The diagram shows how SAICA's Thought Leadership Initiative contributes to these plans.

## fighting corruption

CHAPTER 14

### Nation Building's Thought Leadership Initiatives and the NDP

A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people



Courageous Conversations

## social cohesion

CHAPTER 15

Employment Equity to continue and new models of BEE to be explored to improve the efficacy of the programme. Clear targets should be set for broadening economic participation, enhancing predictability for economic actors.

Work towards a social compact for growth, employment and equity.

CA Charter

SAICA and the profession's various SDG-related projects.



Public-private partnerships with various government institutions



17 PARTNERSHIPS FOR THE GOALS



### Nation Building's Thought Leadership Initiatives and the SDGs

# 09



*Showcasing the success of the Nation Building projects*

## SAICA NATION BUILDING IN THE MEDIA



OVER THE PAST YEAR, THE SUCCESS OF SAICA NATION BUILDING'S PROJECTS AND THEIR IMPACT WERE

**SHOWCASED IN THE MEDIA 793 TIMES WITH COVERAGE TO THE VALUE OF OVER R22.6 MILLION.**

WITH MEDIA COVERAGE SPANNING ACROSS BOTH

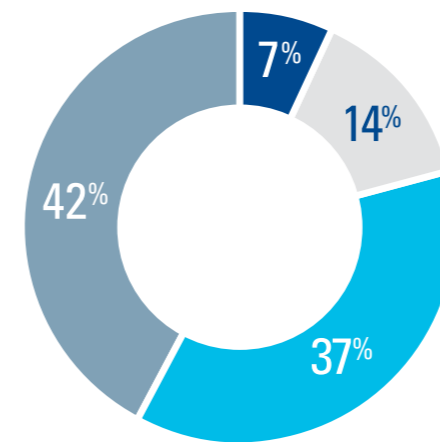
**REGIONAL AND NATIONAL MEDIA CHANNELS (ONLINE, PRINT, RADIO AND TELEVISION),**

THE PUBLICITY NATION BUILDING RECEIVES PROMOTES THE IMPORTANCE AND IMPACT OF THE WORK WE DO AND AIDS IN DRIVING NEW PARTNERSHIP AND DONOR OPPORTUNITIES.

## MEDIA COVERAGE BREAKDOWN

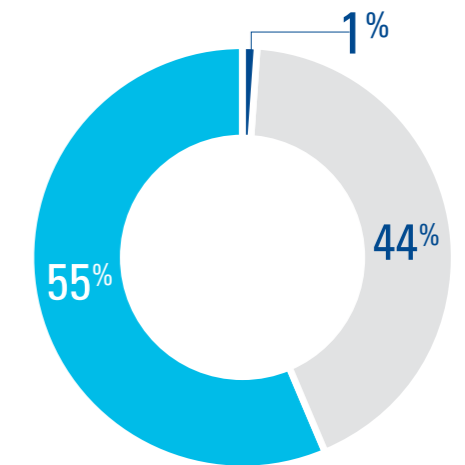
AREA	NUMBER OF PIECES COVERED IN THE MEDIA	VALUE OF MEDIA COVERAGE (AVE)
THUTHUKA	402	R8 014 628.26
ISFAP	87	R3 551 774.39
PROFESSIONAL DEVELOPMENT	42	R1 599 377.54
AT(SA)	25	R699 913.9
THE HOPE FACTORY AND SAICA ENTERPRISE DEVELOPMENT	132	R3 986 020.69
THOUGHT LEADERSHIP	69	R4 098 878.27
OTHER	36	R715 313.16
<b>TOTAL (2018)</b>	<b>1 172</b>	<b>R22 665 960.18</b>

### WHERE YOU SAW US COVERAGE SPLIT



- PRINT
- ONLINE
- TV
- RADIO

### OUR REACH MEDIA COVERAGE REACH



- INTERNATIONAL
- REGIONAL
- NATIONAL

# 10



*Signing of the Mutual Recognition Agreement between SAICA and the Institute of Chartered Accountants of India*

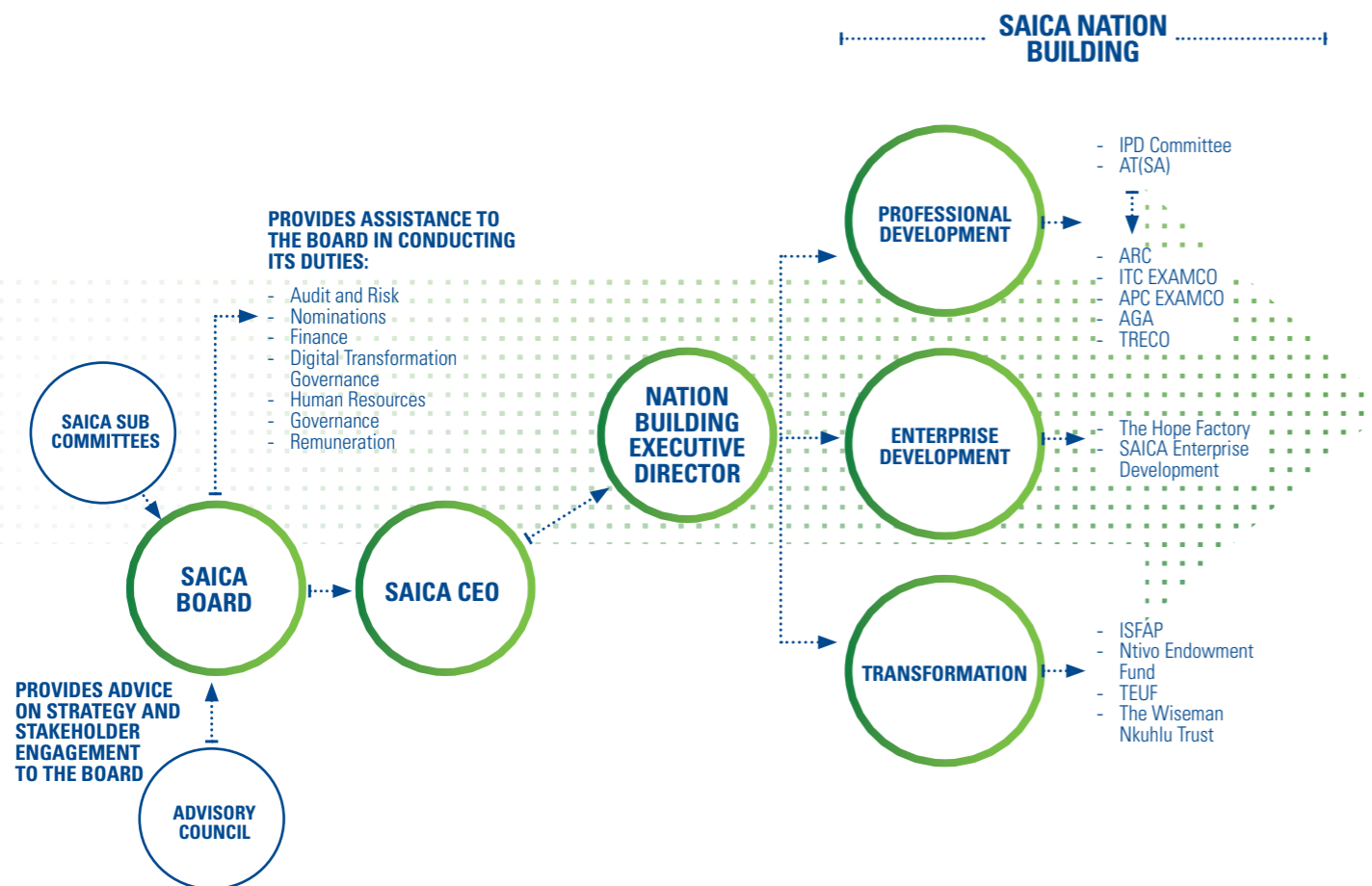
## GOVERNANCE AND RISK MANAGEMENT

## HOW SAICA IS CONSTITUTED

SAICA is constituted and operates in terms of its constitution, the main objective of which is to promote the interests of the members of the institute and support the development of the South African economy and society. In meeting this objective, our long-term value creation is aligned to public interest and the development of responsible leadership.

SAICA operates as a voluntary association not-for-gain and is registered in terms of the Non-profit Organisations Act 71 of 1997.

## SAICA GOVERNANCE STRUCTURE



## ENTITY BOARDS

Many of SAICA's Nation Building entities operate independently from the SAICA Board and are governed by their own boards of directors or trustees. The governance structures of these entities are as follows:

PROJECT	GOVERNED BY	MANDATE
<b>ACCOUNTING TECHNICIAN SOUTH AFRICA (AT[SA])</b>	SAICA Board (chaired by L Bam) & Professional Development SAICA sub committees	To develop, empower and deliver better skilled and qualified accounting technicians into the economy
<b>IKUSASA STUDENT FINANCIAL AID PROGRAMME (ISFAP)</b>	TEUF board (chaired by A Sita) and the Ministerial Task Team on Fees (chaired by S Nxasana)	To fast track South Africa's skills production for the 21 <sup>st</sup> century by funding the higher education costs of students studying towards a career in scarce skills (also known as occupations of high demand) that have been identified as critical to South Africa's economic development
<b>NTIVO ENDOWMENT FUND</b>	Ntivo Endowment Fund Trustees (chaired by S Nxasana)	B-BBEE share deals
<b>PROFESSIONAL DEVELOPMENT</b>	SAICA Board (chaired by L Bam) & Professional Development SAICA sub committees	To develop, empower and deliver better skilled and qualified CAs(SA) into the economy
<b>SAICA ENTERPRISE DEVELOPMENT</b>	The Hope Factory Board (chaired by EJ Carelse)	To develop and grow black South African entrepreneurs and their businesses
<b>THUTHUKA EDUCATION UPLIFTMENT FUND (TEUF) &amp; THUTHUKA BURSARY FUND (TBF)</b>	TEUF Board (chaired by A Sita)	To ensure that there is a consistent flow of adequately and suitably qualified professionals into the economy that are representative of the country's demographics
<b>THE HOPE FACTORY</b>	The Hope Factory Board (chaired by EJ Carelse)	To mobilise economic activity for black SA citizens to start their own businesses
<b>THE WISEMAN NKUHLU TRUST</b>	The Wiseman Nkuhlu Trust Board (chaired by W Nkuhlu)	To increase the number of black professionals in the academic space

## GOVERNANCE AND RISK MANAGEMENT

In the year under review, the independent SAICA Nation Building Boards (namely TEUF, the Hope Factory and the Wiseman Nkuhlu Trust Boards) ensured that they provided effective leadership through the adoption and application of good corporate governance practices based on the principle that strong corporate governance is central to ensure the sustainability of the projects run by each entity.

Every member of these boards participates on a voluntary basis as part of their commitment to transformation, employment and growth.

These boards have a management agreement with SAICA for the use of the SAICA staff and infrastructure. The agreement governs how governance and reporting take place.

### THE RESPONSIBILITIES OF THESE BOARDS INCLUDE THE FOLLOWING:

- to approve major funding proposals related to the entity's work;
- to establish and maintain organisational structures that will ensure the carrying out of the boards' duties;
- to review internal control structures, including financial controls, accounting systems and reporting;
- to monitor entity compliance with legal requirements;
- to monitor the outputs of projects in terms of stated objectives, as well as the strategic plan;
- to liaise with external stakeholders and donors, should the need present itself; and
- to review the quarterly budgets compared to actual figures, and obtain reasons for variances as it relates to donor funded projects.

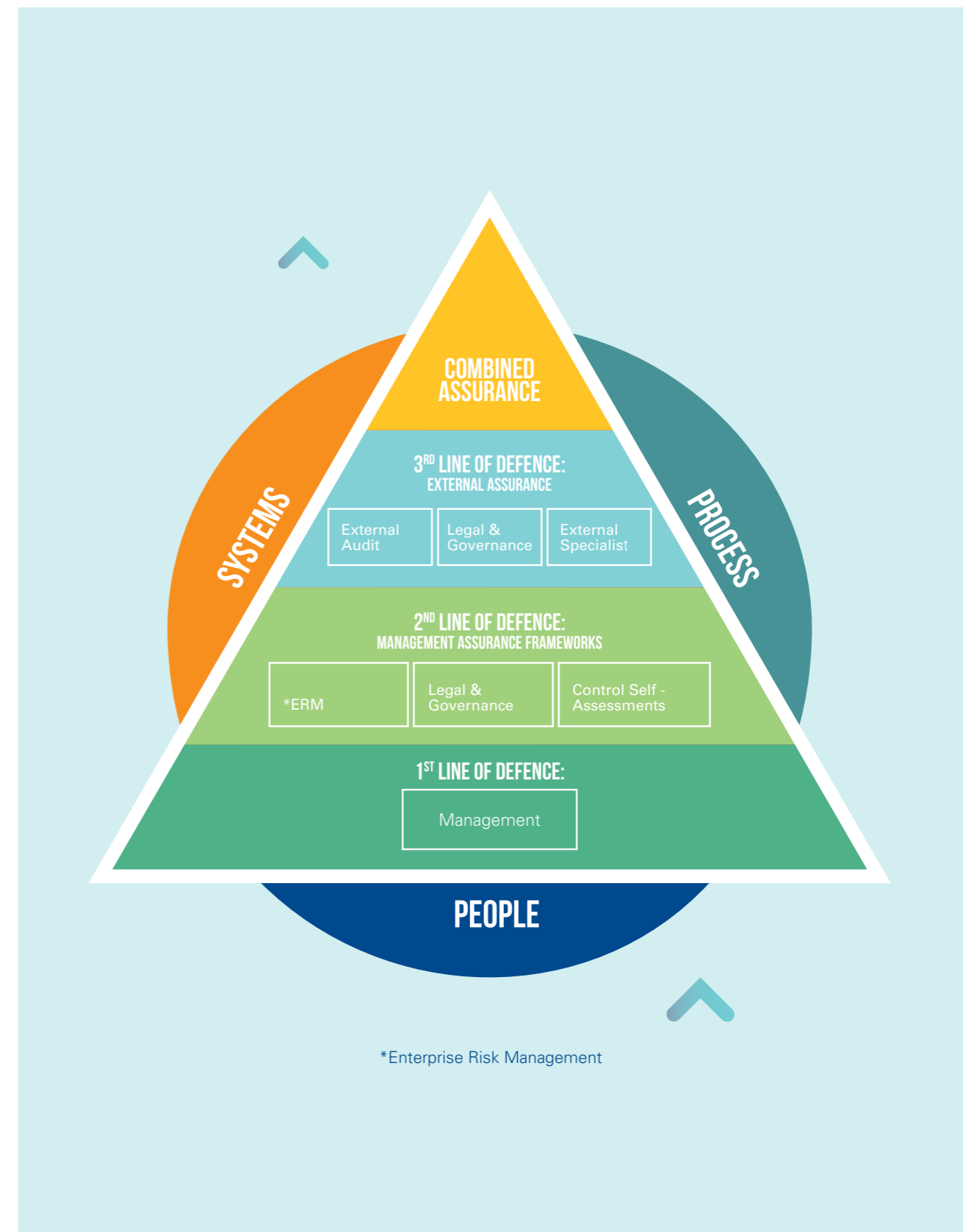
### RISK MANAGEMENT

SAICA Nation Building's strategy is defined by the direction of the organisation. Risk is inherent in the business activities, in achieving the strategic objectives and in maximising the opportunities that arise.

The SAICA Board and the relevant entity boards are responsible for determining risk tolerance levels. Management is responsible for the implementation of the risk management process, which involves the identification, evaluation, prioritisation, mitigation and monitoring of risks throughout the relevant entities.

In order for the risk management process to be effective and practical, risks are linked to performance management processes. This results in risks being integrated and accounted for – at strategic, as well as at operational levels. Significant risks are reported to and relevant action is approved by the Audit and Risk Committee of SAICA and by the relevant boards.

The adjacent diagram describes the combined assurance model of the SAICA Group, to which the entities belong, and that informs the Board and Audit and Risk Committee's assessment of internal controls.





*Our partners are critical in Nation Building being able change the lives of learners, students and other beneficiaries (pictured Mia Makhanya, BANKSETA Chairperson; Professor Xolisa Mtoses, UNIZULU Vice Chancellor and Sphelele Khomo, HOD of Accounting; and Auditing at UNIZULU celebrate UNIZULU's SAICA accreditation)*

## POWERFUL PARTNERSHIPS

## POWERFUL PARTNERSHIPS

SAICA Nation Building thanks its partners for your confidence in us, and for your continued support. Your investment and partnerships enabled us to achieve what we did during the past year and helped us to empower thousands of learners, students, graduates, SMMEs and other beneficiaries to realise their potential.

### THANK YOU TO THE FOLLOWING ORGANISATIONS FOR PARTNERING WITH US ON OUR JOURNEY:

4TH DIMENSION TRAINING CONSULTANTS  
 ABSA  
 ACADEMY BRUSHWARE  
 ACCOUNTING PROFESSIONAL TRAINING (APT)  
 ALLAN GRAY  
 ALPHA PLAST  
 ALTIMAX  
 ASPEN NETWORK OF DEVELOPMENT ENTREPRENEURS (ANDE)  
 ANGLOGOLD ASHANTI  
 ASISA  
 ATC SA WIRELESS  
 ATCOR  
 ATIO CORPORATION  
 AVON AND DEDISA PEAKING POWER

BANKING SECTOR EDUCATION AND TRAINING AUTHORITY (BANKSETA)  
 BAY FM  
 BDO  
 BIDPORTS  
 BIDVEST COMMERCIAL PRODUCTS  
 BL2000CC  
 BMO FOOD SERVICES  
 BRUSHWARE ACADEMY  
 BRYANT BELL TRAINING  
 BYTES PEOPLE SOLUTIONS – A DIVISION OF ALTRON TMT

CAPITEC  
 CENTRAL UNIVERSITY OF TECHNOLOGY  
 CHINA CONSTRUCTION BANK  
 CHORUS CALL  
 CITI BANK  
 COASTLAND SALES  
 COGHSTA  
 COMPENSATION COMMISSIONER (DEPARTMENT OF LABOUR)  
 CONOR SOLUTIONS  
 CORONATION FUND MANAGERS  
 COUNCIL ON HIGHER EDUCATION  
 CREDIT BLENDE TRAINING  
 CREDO BUSINESS COLLEGE

\* LISTED ALPHABETICALLY AND BASED ON TOP FUNDER / PARTNER / DONOR STAKEHOLDER RECORDS OF SAICA NATION BUILDING

DATATEC EDUCATIONAL & TECHNOLOGY TRUST  
 DELOITTE  
 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT (DARDLA)  
 DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENTAL AFFAIRS AND TOURISM (DEDEAT)  
 DEPARTMENT OF ECONOMIC, SMALL BUSINESS DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS (DESTEA)  
 DEPARTMENT OF EDUCATION (DBE)  
 DEPARTMENT OF HEALTH (DOH)  
 DEPARTMENT OF JUSTICE (DOJ)  
 DEPARTMENT OF LABOUR (DOL)  
 DEPARTMENT OF TRADE AND INDUSTRY (DTI)  
 DISCOVERY

EICKHOFF  
 ENTREPRENEUR FINANCE COACHES  
 EXPORT CREDIT INSURANCE CORPORATION SA  
 EY

GERT SIBANDE TVET COLLEGE  
 GOODYEAR SA  
 GRANT THORNTON  
 GROW SUPPLIER ZA

FALSE BAY TVET COLLEGE  
 FINANCE AND ACCOUNTING SERVICES SECTOR EDUCATION AND TRAINING AUTHORITY (FASSET)  
 FINFIND  
 FINLAM TECHNICAL  
 FIRST RAND FOUNDATION  
 FLAVIUS MAREKA TVET COLLEGE  
 FNB

HEALTH WINDOW CC  
 HOLLARD

INDEPENDENT REGULATORY BOARD FOR AUDITORS (IRBA)  
 INDUSTRIAL DEVELOPMENT CORPORATION (IDC)  
 ILEX SOUTH AFRICA (PTY) LTD  
 INSTITUTE OF ACCOUNTING SCIENCE  
 INTELLIGENT BUSINESS SOLUTIONS  
 INTERTEK COMMODITIES  
 INVESTEC

J.P. MORGAN FOUNDATION

“K” LINE SHIPPING SOUTH AFRICA  
 KAYTECH  
 KHANYISELA COLLEGE  
 KPMG  
 KWAZULU-NATAL PROVINCIAL TREASURY  
 KYOCERA DOCUMENT SOLUTIONS SOUTH AFRICA

LEKWA-TEEMANE LOCAL MUNICIPALITY  
 LEXISNEXIS  
 LIBERTY GROUP  
 LINK MARKET SERVICES SOUTH AFRICA  
 LOCAL GOVERNMENT SECTOR EDUCATION AND TRAINING AUTHORITY (LGSETA)  
 LOVEDALE TVET COLLEGE

MAJUBA TVET COLLEGE  
 MANUFACTURING, ENGINEERING AND RELATED SERVICES SECTOR EDUCATION AND TRAINING AUTHORITY (MERSETA)  
 MATLOSANANA LOCAL MUNICIPALITY  
 MATUS – A DIVISION OF BRANDCORP  
 MAZARS (CAPE TOWN AND JOHANNESBURG)  
 MBAT TVET COLLEGE  
 MERCANTILE BANK  
 MERCANTILE BANK FOUNDATION NPC  
 MEUMANN WHITE ATTORNEYS  
 MICHAEL & SUSAN DELL FOUNDATION  
 MILPARK EDUCATION  
 MKHIWA TRUST  
 MMI HOLDINGS  
 MMS  
 MODULAR MINING SYSTEMS AFRICA (PTY) LTD  
 MONASH SOUTH AFRICA  
 MONDI  
 MORETELE LOCAL MUNICIPALITY  
 MOTHEO TVET COLLEGE  
 MTN  
 MULTICHOICE  
 MURRAY ROBERTS

NATIONAL DAIRY EQUIPMENT  
 NATIONAL RESEARCH FOUNDATION (NRF)  
 NATIONAL TREASURY  
 NEDBANK  
 NELSON MANDELA UNIVERSITY  
 NEXIA SAB&T  
 NORTH-WEST UNIVERSITY  
 NATIONAL YOUTH DEVELOPMENT AGENCY (NYDA)

OLD MUTUAL  
 OLD MUTUAL MASISIZANE FOUNDATION  
 ORBIT TVET COLLEGE

PICK 'N PAY RETAILERS  
 PIONEER  
 PREMIER LODGE  
 PUBLIC SERVICE EDUCATION AND TRAINING AUTHORITY (PSETA)  
 PUM NETHERLANDS SENIOR EXPERTS  
 PWC

REGENT BUSINESS SCHOOL  
 RHODES UNIVERSITY  
 ROTHSCCHILD FOUNDATION  
 RSM

TANGENT IT SOLUTIONS (PTY) LTD  
 THE AUDITOR GENERAL  
 THE BOARDROOM ALLIANCE  
 THE COLLEGE OF PEOPLE MANAGEMENT AND DEVELOPMENT (CPMD)  
 THE SAVILLE FOUNDATION  
 TIPP ACADEMY  
 TLOKWE LOCAL MUNICIPALITY  
 TRANSNET

VOLKSWAGEN SA  
 VARSITY COLLEGE

S AND T SCHOOL OF ACCOUNTING TECHNICIANS  
 SAFIKA HOLDINGS  
 SAICA  
 SAICA ENTERPRISE DEVELOPMENT ADVISORY BOARD PANEL MEMBERS  
 SANLAM  
 SANLAM FOUNDATION  
 SAPPI  
 SASOL SOCIAL INVESTMENTS SERVICES SETA  
 SIZWE NTSALUBA GOBODO (SNG) MAFIKENG  
 SMALL ENTERPRISE DEVELOPMENT AGENCY (SEDA)  
 SMALL ENTERPRISE FINANCE AGENCY (SEFA)  
 SOUTH AFRICAN ACCOUNTING ASSOCIATION  
 SOUTH AFRICAN COLLEGE OF BUSINESS (SACOB)  
 SOUTH AFRICAN RESERVE BANK  
 SOUTH AFRICAN REVENUE SERVICE (SARS)  
 SPHERE HOLDING  
 STANDARD BANK  
 STELLENBOSCH UNIVERSITY

UMFOLOZI TVET COLLEGE  
 UMKOMAAS LIGNIN (PTY) LTD T/A LIGNOTECH  
 UNIVERSITY OF CAPE TOWN  
 UNIVERSITY OF FORT HARE  
 UNIVERSITY OF JOHANNESBURG  
 UNIVERSITY OF KWAZULU-NATAL  
 UNIVERSITY OF LIMPOPO  
 UNIVERSITY OF PRETORIA  
 UNIVERSITY OF SOUTH AFRICA  
 UNIVERSITY OF THE FREE STATE  
 UNIVERSITY OF THE WESTERN CAPE  
 UNIVERSITY OF THE WITWATERSRAND  
 UNIVERSITY OF VENDA  
 UNIVERSITY OF ZULULAND

WALTER SISULU UNIVERSITY  
 WARTSILA SA (PTY) LTD  
 WEBBER WENTZEL  
 WOOLWORTHS

ALSO: VARIOUS B-BBEE CONSULTANTS AND VERIFICATION AGENCIES

# B-BBEE CODES AND THE CA CHARTER

## PARTNER WITH SAICA NATION BUILDING AND HELP US BUILD THE NATION

Economic and social transformation in South Africa is an evolving and fluid issue, with the rules being written by, and through our actions. The revision of the Codes of Good Practice (RCoGP) on B-BBEE, introduced a step change in these expectations.

Transformation and growth encompasses SAICA's responsibility in creating corporate social investment platforms, entrepreneurship, growth of emerging black businesses, and the transformation of the profession. These programmes and entities form an integral part of SAICA's Nation Building division and you or your company can help make a difference while earning vital points for your B-BBEE Scorecard.

In addition, the chartered accountancy profession had its sector codes (CA Charter) gazetted for public comment by the dti in April 2019. The vision of its sector codes, which are aligned to the overall B-BBEE, is to grow the number of African and Coloured people in the CA profession to reflect the country's population demographics, and to empower and enable them to participate meaningfully in, and sustain the growth of, the economy – thereby advancing equal opportunity and equitable income distribution.

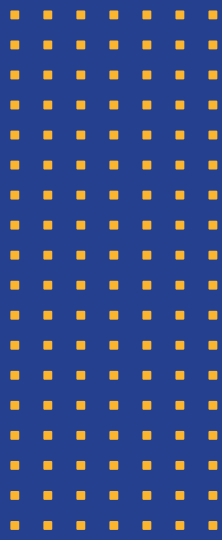
The following table offers a summary of how various SAICA Nation Building initiatives can support the sustainable implementation of your B-BBEE strategy, based on the revised Codes of Good Practice and empirical best practice.

	SKILLS – EXPENDITURE	SKILLS – LEARNERSHIPS	SUPPLIER DEVELOPMENT	ENTERPRISE DEVELOPMENT	SOCIO-ECONOMIC DEVELOPMENT
AT(SA)	Yes – Category B / C / D	Yes			
HISTORICALLY DISADVANTAGED INSTITUTIONS FOR ENTITIES MEASURED ON THE CA CHARTER			Yes		
HISTORICALLY DISADVANTAGED INSTITUTIONS FOR ENTITIES NOT MEASURED ON THE CA CHARTER	Yes – Category A				Yes
MATHS AND SCIENCE ACADEMY FOR ALEXANDRA SCHOOLS	Yes – Category A				Yes
THE HOPE FACTORY	Yes – Category A				Yes
THE THUTHUKA BURSARY FUND FOR ENTITIES NOT MEASURED AND MEASURED ON THE CA CHARTER – ONCE EMPLOYED	Yes – Category A And C	Yes			
THE THUTHUKA BURSARY FUND FOR ENTITIES NOT MEASURED ON THE CA CHARTER – DONATION	Yes – Category A				Yes
THE THUTHUKA BURSARY FUND FOR ENTITIES MEASURED ON THE CA CHARTER – DONATION	Yes				
THE THUTHUKA EDUCATION UPLIFTMENT FUND	Yes – Category A				Yes
SAICA ENTERPRISE DEVELOPMENT			Yes	Yes	

## VERIFICATION DOCUMENTS THAT WILL BE SUPPLIED

<b>SKILLS – EXPENDITURE</b>	Category A	<input checked="" type="checkbox"/>	Proof of attending beneficiary
		<input checked="" type="checkbox"/>	Proof of receipt of payment
		<input checked="" type="checkbox"/>	Competent persons letter
	Category E / F	<input checked="" type="checkbox"/>	Proof of attending beneficiary demographic
		<input checked="" type="checkbox"/>	Proof of receipt of payment
		<input checked="" type="checkbox"/>	Competent persons letter
<b>SKILLS – LEARNERSHIPS</b>	Category B / C / D	<input checked="" type="checkbox"/>	Proof of attending beneficiary demographic
		<input checked="" type="checkbox"/>	Proof of receipt of payment
		<input checked="" type="checkbox"/>	Proof of Learnership / Internship / Apprenticeship attendance
		<input checked="" type="checkbox"/>	Competent persons letter
<b>SUPPLIER DEVELOPMENT</b>	<input checked="" type="checkbox"/>	Thank you letter from beneficiary	
	<input checked="" type="checkbox"/>	Invoice from SAICA Enterprise Development	
	<input checked="" type="checkbox"/>	Proof of payment from client	
	<input checked="" type="checkbox"/>	Supplier Development Plan	
	<input checked="" type="checkbox"/>	Service Level Agreement (SLA) between beneficiary and SAICA Enterprise Development	
	<input checked="" type="checkbox"/>	Registration documents for beneficiary	
	<input checked="" type="checkbox"/>	IDs for beneficiary	
	<input checked="" type="checkbox"/>	Exempt Micro Enterprise (EME) affidavit for beneficiary	
	<input checked="" type="checkbox"/>	Agreement between SAICA Enterprise Development, client and beneficiary	
<b>ENTERPRISE DEVELOPMENT</b>	<input checked="" type="checkbox"/>	Thank you letter from beneficiary	
	<input checked="" type="checkbox"/>	Invoice from SAICA Enterprise Development	
	<input checked="" type="checkbox"/>	Proof of payment from client	
	<input checked="" type="checkbox"/>	SLA between beneficiary and SAICA Enterprise Development	
	<input checked="" type="checkbox"/>	Registration documents for beneficiary	
	<input checked="" type="checkbox"/>	IDs for beneficiary	
	<input checked="" type="checkbox"/>	EME affidavit for beneficiary	
	<input checked="" type="checkbox"/>	Agreement between SAICA Enterprise Development, client and beneficiary	
<b>SOCIO-ECONOMIC DEVELOPMENT</b>	<input checked="" type="checkbox"/>	Proof of receipt of payment	
	<input checked="" type="checkbox"/>	Proof of beneficiary demographic	
	<input checked="" type="checkbox"/>	Competent persons letter	





## #A PROFESSION OF NATIONAL VALUE

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