

# 2015

BUSINESS PLAN,  
BALANCED SCORECARD  
& BUDGET



**SAICA**

THE SOUTH AFRICAN INSTITUTE  
OF CHARTERED ACCOUNTANTS

develop.influence.lead.

<b>01</b>	<b>EXECUTIVE SUMMARY</b>	<b>04</b>	<b>03</b>	<b>DETAILED BUDGET 2015</b>	<b>41</b>
	SAICA Strategy	05		Budget Approach	42
	SAICA Business Plan 2015	13		Overview of the 2015 Budget	43
	Part 01: Nation Building	13		Sustainability	55
	Part 02: Members & Global Alliances	17		Capital Expenditure Budget	63
	Part 03: Corporate Services	25			
	Part 04: Executive Support	26			
<b>02</b>	<b>DETAILED BUSINESS PLAN 2015</b>	<b>29</b>	<b>04</b>	<b>BALANCED SCORE CARD 2015</b>	<b>64</b>
	Part 01: Nation Building & Skills Development	30			
	Part 02: Members & Global Alliances	33		<b>05</b>	<b>DIVISIONAL BALANCED SCORE CARD 2015</b>
	Part 03: Corporate Services	36			<b>70</b>
	Part 04: Executive Support	40			

# CONTENTS

# MESSAGE FROM THE CEO

As we approach the end of every year, we can look back and reflect on achievements, but also start considering what still needs to be accomplished in the following year.

Having had the privilege to speak to the majority of you in the first two weeks of joining SAICA in January, I remarked about the privileged position SAICA enjoys to have people with so much potential and enthusiasm. At the time I committed to creating an environment enabling enough to simply make our potential and enthusiasm blossom endlessly. I haven't had a reason to change my view on that.

This is a remarkable platform from which we can collectively direct our excellence and enthusiasm towards the implementation of the SAICA strategic priorities.

The milestone we have now reached as we end 2014 has every indication that we are firmly on course in aligning our efforts to the SAICA strategic priorities. I sincerely thank you for your valued contributions which is noticeable not only to me, but to the Board and our members as well. Your actions truly continue to speak much more louder than words.

Our priorities and activities have been documented in the pages which follow. I encourage you to study the business plan and inform us if you cannot locate your direct contribution to the successes and activities of SAICA.

I will be engaging with all staff during January to reflect on our business plan for 2015.

We are ready and well-equipped to do even more in future years. I wish you and your loved ones the very best for the festive season. May you experience a joyful holiday period, and good health and happiness during the remainder of 2014.

I am looking towards 2015 with confidence. I sincerely hope you are too.



**SAICA**  
**BUSINESS PLAN:**  
**EXECUTIVE**  
**SUMMARY**



## SAICA STRATEGY

SAICA's business plan is driven by its strategy. Strategy is a long term process that looks at the horizon over the next five years and articulates the organization's vision, mission and objectives over the timespan. Thus, the business plan should include sufficient resources to meet strategic programs and contractual obligations.

SAICA's business plan is prepared in accordance with Board approved policies and is applicable to SAICA, its regions, districts reporting into those regions and its entities.

SAICA's vision, mission and strategy, supported by the strategic pillars and capitals have not changed for 2015 - 2019.

## OUR VISION

To develop responsible leaders.

# 01. EXECUTIVE SUMMARY

## SAICA STRATEGY

### OUR MISSION

The mission of SAICA is to promote and lead the chartered accountancy profession so as to create sustainable value for its members and other stakeholders by:

- Delivering highly competent professionals relevant to the markets they serve,
- Fostering ethics, integrity, sound governance and good citizenship at an individual and corporate level,
- Providing support and learning to enable members to remain relevant and create value for their employers and clients,
- Enhancing the quality of business information and reporting for the benefit of all stakeholders,
- Assisting government to raise the quality of public services,
- Working with sister organisations on the broader African continent to raise standards and provide support for business and governments, and
- Working with international professional bodies and organisations to establish and maintain standards for the chartered accountancy profession and global economy.

### OUR VALUES

We serve our members.

We lead by example.

We work as a team.

We respect the individual.

We strive for quality in all that we do.

**Above all, we act with integrity.**

## SAICA's Strategic Pillars

### 01. BRAND EXCELLENCE

To enhance the CA(SA) brand as the premier business brand in South Africa. Promoting the CA(SA) as the most attractive career and as responsible leaders.

### 02. RESPONSIBLE LEADERSHIP

To play a leadership role in South Africa and where appropriate, globally by developing new material, making submissions and working with government to address economic and social issues. It also involves developing the profession in Africa to play its rightful role in the world and to service business and the public sector needs.

### 03. GROWTH & TRANSFORMATION

To grow CA(SA) membership to consolidate and expand the CA(SA) profession's influence within South Africa, Africa and globally and to meet transformation objectives, thereby addressing the skills needs of the country and continent.

### 04. MEMBER DELIGHT & SUPPORT

To enhance the value of membership through member support, as well as the development and delivery of relevant and high-quality products and services that create a high level of delight among our members.

### 05. SUSTAINABILITY

To adapt to the changing needs of society and continue to provide a value proposition for members and other stakeholders on a sustainable basis.

# 01. EXECUTIVE SUMMARY

## SAICA STRATEGY

### SAICA's 6 Capitals

#### FINANCIAL CAPITAL

The pool of funds that is:

- Available to an organisation for use in the production of goods or the provision of services
- Obtained through financing, such as debt equity or grants, or generated through operations or investments.

#### MANUFACTURED CAPITAL

Manufactured physical objects (as distinct from natural physical objects) that are available to an organisation for use in the production of goods or the provision of services, including:

- Buildings
- Equipment
- Infrastructure.

Manufactured capital is often created by other organisations, but includes assets manufactured by the reporting organisations for sale or when they are retained for its own use.

#### INTELLECTUAL CAPITAL

Organisational, knowledge-based intangibles, including:

- Intellectual property, such as software, rights and licences
- "Organisational capital" such as tacit knowledge systems, procedures and protocols.

#### HUMAN CAPITAL

People's competencies, capabilities and experience, and their motivations to innovate, including their:

- Alignment with and support for an organisation's governance framework, risk management approach and ethical values
- Ability to understand, develop and implement an organisation's strategy
- Loyalties and motivations for improving processes, goods and services, including their ability to lead, manage and collaborate.

#### SOCIAL AND RELATIONSHIP CAPITAL

The institutions and the relationships within and between communities, groups of stakeholders and the ability to share information to enhance individual and collective well-being. Social and relationship capital includes:

- Shared norms, and common values and behaviours
- Key stakeholder relationships that an organisation has developed and strives to build and protect with external stakeholders
- Intangibles associated with the brand and reputation that an organisation has developed
- An organisation's social licence to operate.

#### NATURE CAPITAL

All renewable and non-renewable environmental resources and processes that provide goods or services that support the past, current or future prosperity of an organisation.

- Air, water, land, minerals and forests
- Biodiversity and ecosystem health.

### SAICA Balanced Scorecard

	KEY RESULT AREA	OBJECTIVES	WEIGHTING
50% EXTERNAL FOCUS	Stakeholders - Delighted members and stakeholders	<ul style="list-style-type: none"> <li>To give members and stakeholders what they need and want to enable them to enhance the value of the CA(SA) brand</li> </ul>	30%
	Stakeholders -volume growth	<ul style="list-style-type: none"> <li>To grow the membership of SAICA</li> <li>To grow the number of members in line with transformational targets</li> </ul>	20%
50% INTERNAL FOCUS	Finance & Sustainability - Ensure long term sustainability of SAICA	<ul style="list-style-type: none"> <li>To optimise the level of financial capital that will enable SAICA to effectively and efficiently run its operations and implement its strategy</li> </ul>	10%
	Enhance efficiencies that bring about sustainable value to the stakeholder and member experience	<ul style="list-style-type: none"> <li>Finance Optimisation</li> <li>Member services optimisation</li> </ul>	20%
	Enhance efficiencies that bring about sustainable value to the stakeholder and member experience	<ul style="list-style-type: none"> <li>To nurture highly competent and committed talent capable of high performance</li> <li>All staff to embrace a values based work environment</li> </ul>	20%

The fundamental philosophy underpinning SAICA's business plan is that of its alignment to the effective delivery of the organisation's strategic objectives as described in the SAICA Balanced Scorecard for 2015 as depicted below.

Identification of activities in support of the objectives above was based on the interaction of the secretariat with the member-base through structured fora, district and council meetings and by the strategy, both long and short term, as developed by the management and approved by the Board.

In prior years, the philosophy of a break-even budget has been the driving factor in compiling the annual budget. This has tended to impact on delivery of strategy as a result of a perceived or real lack of resources. The objective in this year's business plan is to document the anticipated resources associated with delivery of the strategy and to apply funding options to ensure adequacy and availability of budget.

Presenting a 2015 budget that is consistent with our strategic pillars, strategic initiatives and aligned to key result areas, requires a difficult balance between spending restraint and ensuring that existing resources are efficiently and effectively allocated towards strategic initiatives in support of the Balanced Scorecard. The 2015 budget will therefore continue to be informed by the strategic pillars and 6 capitals that have served previous budgets.

# 01. EXECUTIVE SUMMARY

## SAICA STRATEGY

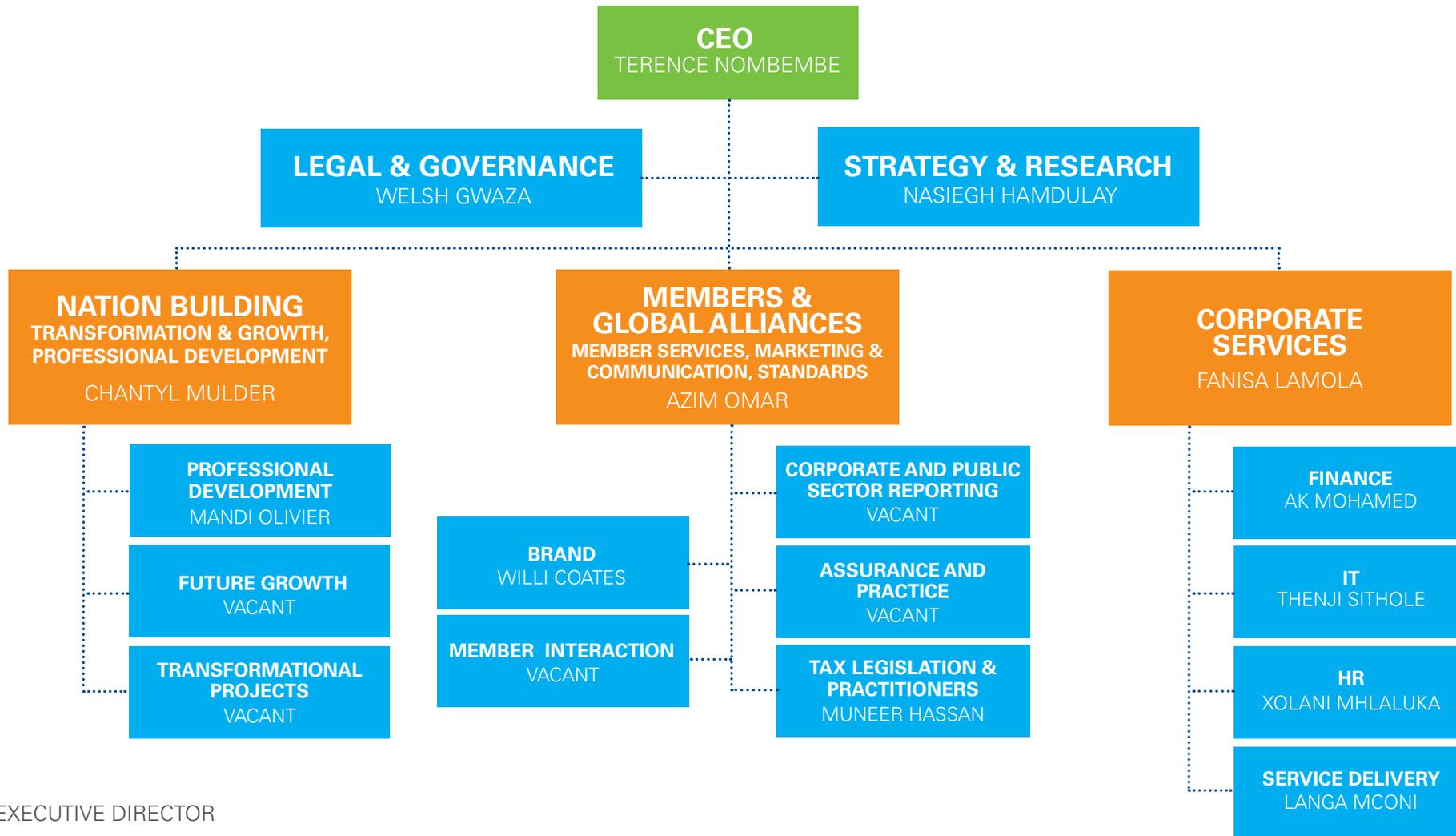
### Strategy review and approval process



## SAICA's Business Model

SAICA's business model describes SAICA's process of recruiting top performing students at schools across South Africa to enter a learning path delivered through accredited training providers (SAICA Accredited Universities and training offices) who then qualify as CAs(SA). Once qualified these students can be admitted as members of SAICA. SAICA provides its members with high quality support through-out their careers. SAICA encourages members to become responsible leaders in the societies in which they live and work. As part of its leadership initiatives SAICA engages with Government to assist

with skills development. In addition, SAICA plays a leadership role in the profession and the community, seeking to enhance the image and standing of the CA(SA). Finally, there is an appreciation of the importance and contribution made by all stakeholders at each and every point within the business model assisting SAICA to achieve its strategy. All these elements of the business model contribute to enhancing the brand and each element benefits from the brand.



- EXECUTIVE DIRECTOR
- SENIOR EXECUTIVE

# 01. EXECUTIVE SUMMARY

## SAICA STRATEGY

The business model is implemented through the support of effective and efficient corporate services and operations. Corporate services include a human capital, information technology, finance, facilities management and a service delivery unit. Human capital and IT plays a critical role in supporting, enabling and directing organisational strategy. The role of finance covers a wide range, from basic bookkeeping to providing information which assists the organisation in making strategic decisions. Facilities management ensures the functionality of the build environment by integrating people, buildings, processes and technology. Service delivery is responsible for the design and delivery of best practise logistics and facilities to deliver products and services based on members and stakeholders preference, in line with professional standards.

A critical element of the strategic focus is South Africa's National Development Plan: Vision for 2030 (NDP). The NDP calls on the private, public and civic sectors and the citizenry of South Africa to rally behind a united vision for South Africa's development.

It promotes a collaboration of all these stakeholders for the future success of South Africa towards a country that will exhibit the optimal benefits of democracy and global citizenship by 2030.

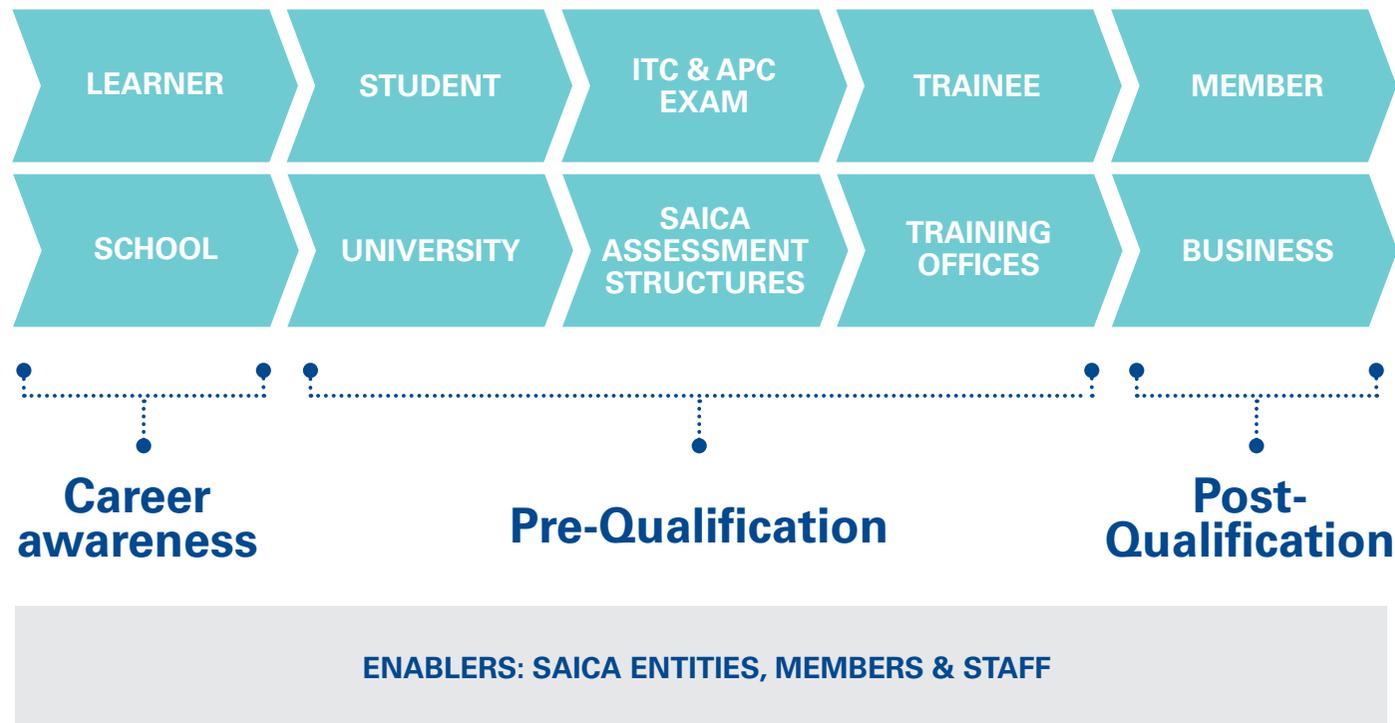
One of the key areas of the NDP is education, training and skills development. The NDP envisions a South Africa that provides access to quality and affordable primary and secondary education; a higher education system characterised by efficient institutions, higher knowledge productivity outputs, throughput, graduation and participation rates; and the provision of quality further education, training and skills development opportunities in order to produce and sustain adequate education, skills and training levels critical for the transformation of our society and growth of the economy.

As the premier accounting professional body in Africa, SAICA recognises its role in transforming South Africa in line with the NDP and commits to playing its role to drive efforts towards enabling the country to achieve the vision set out in the NDP.

# SAICA BUSINESS PLAN 2015

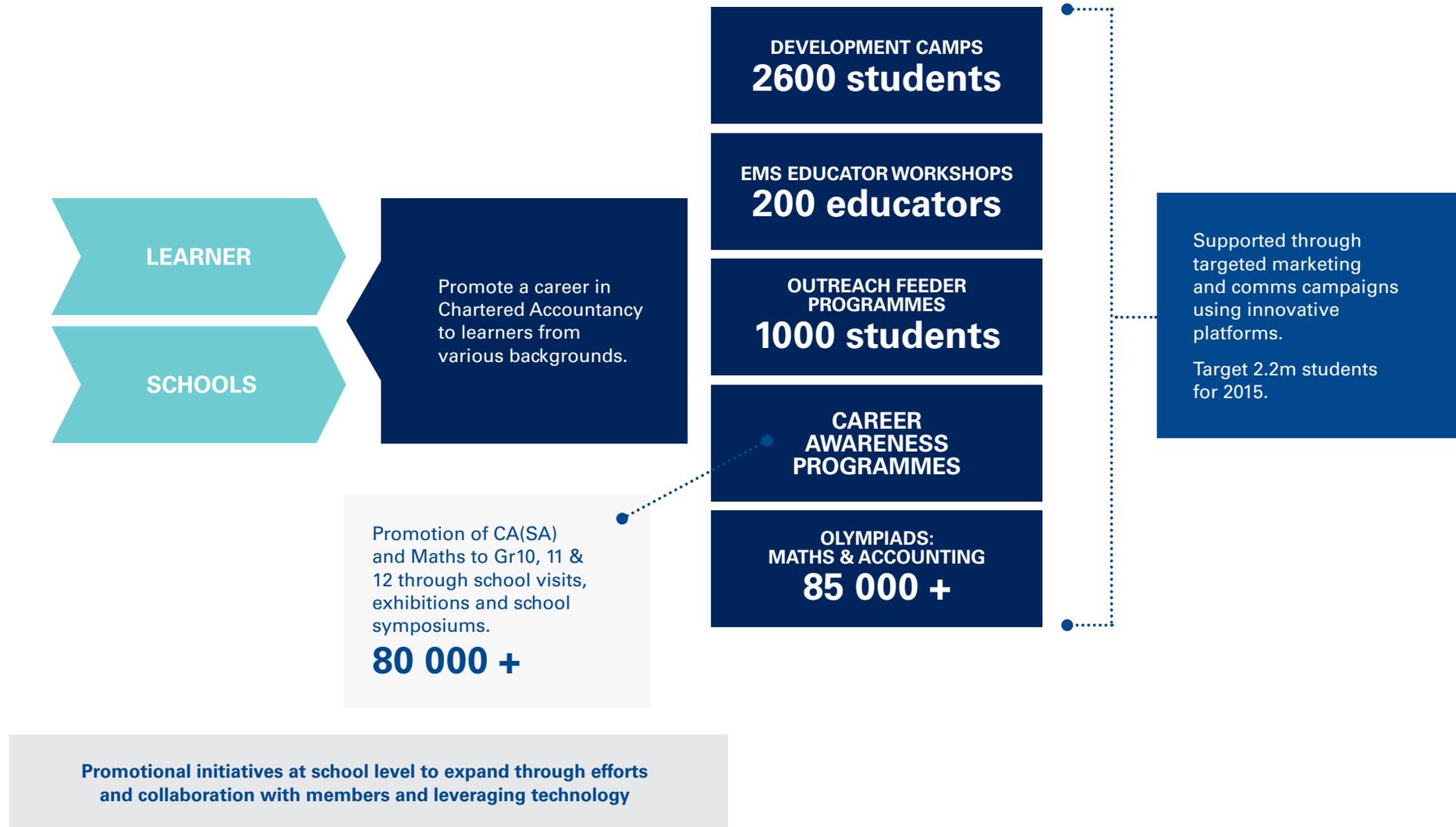
Part 01: Nation Building (Transformation & Growth, Professional Development, Skills Development entities)

## PIPELINE QUALITY RELEVANCE



# 01. EXECUTIVE SUMMARY

## BUSINESS PLAN 2015



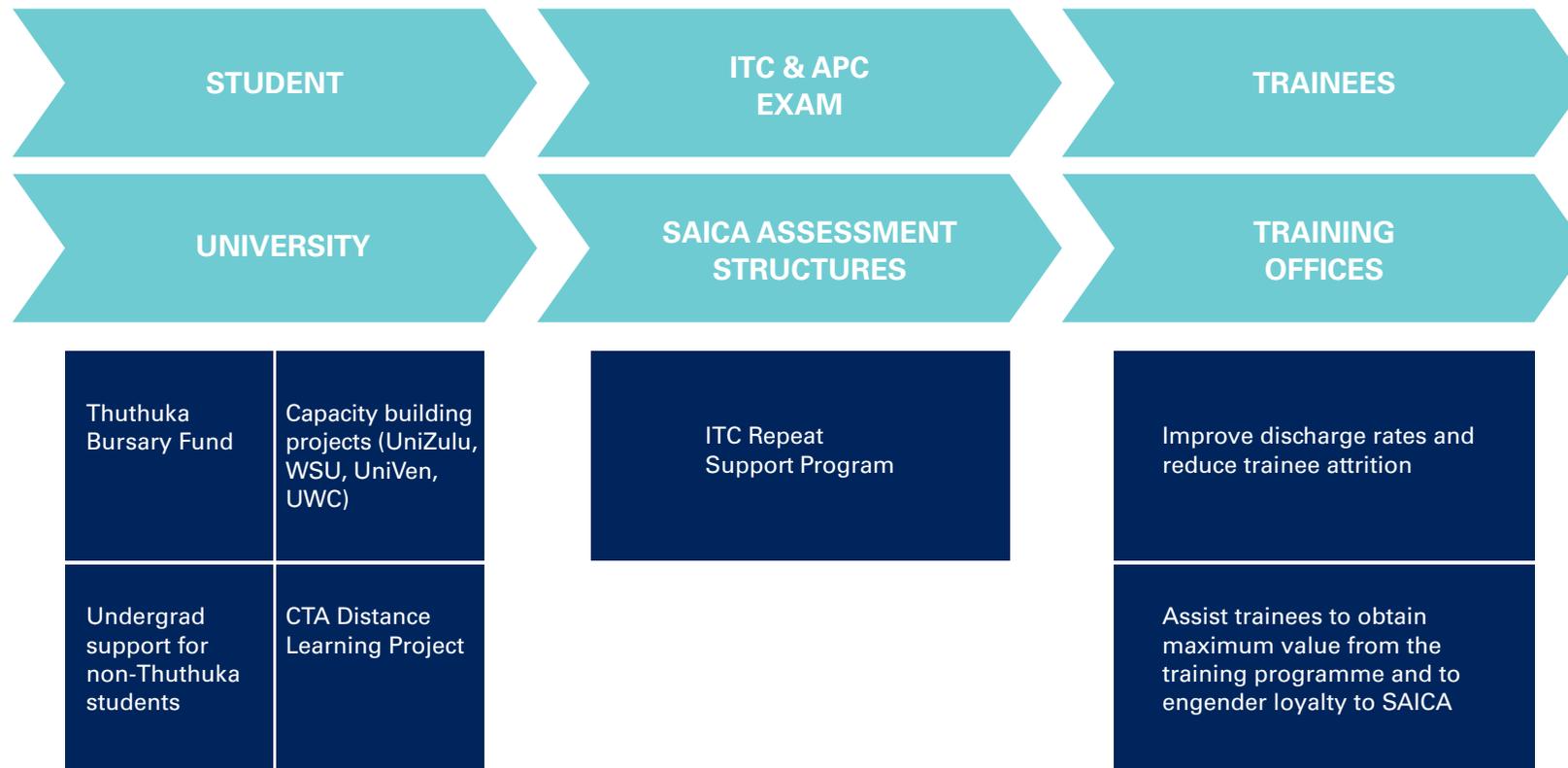
PIPELINE QUALITY RELEVANCE



# 01. EXECUTIVE SUMMARY

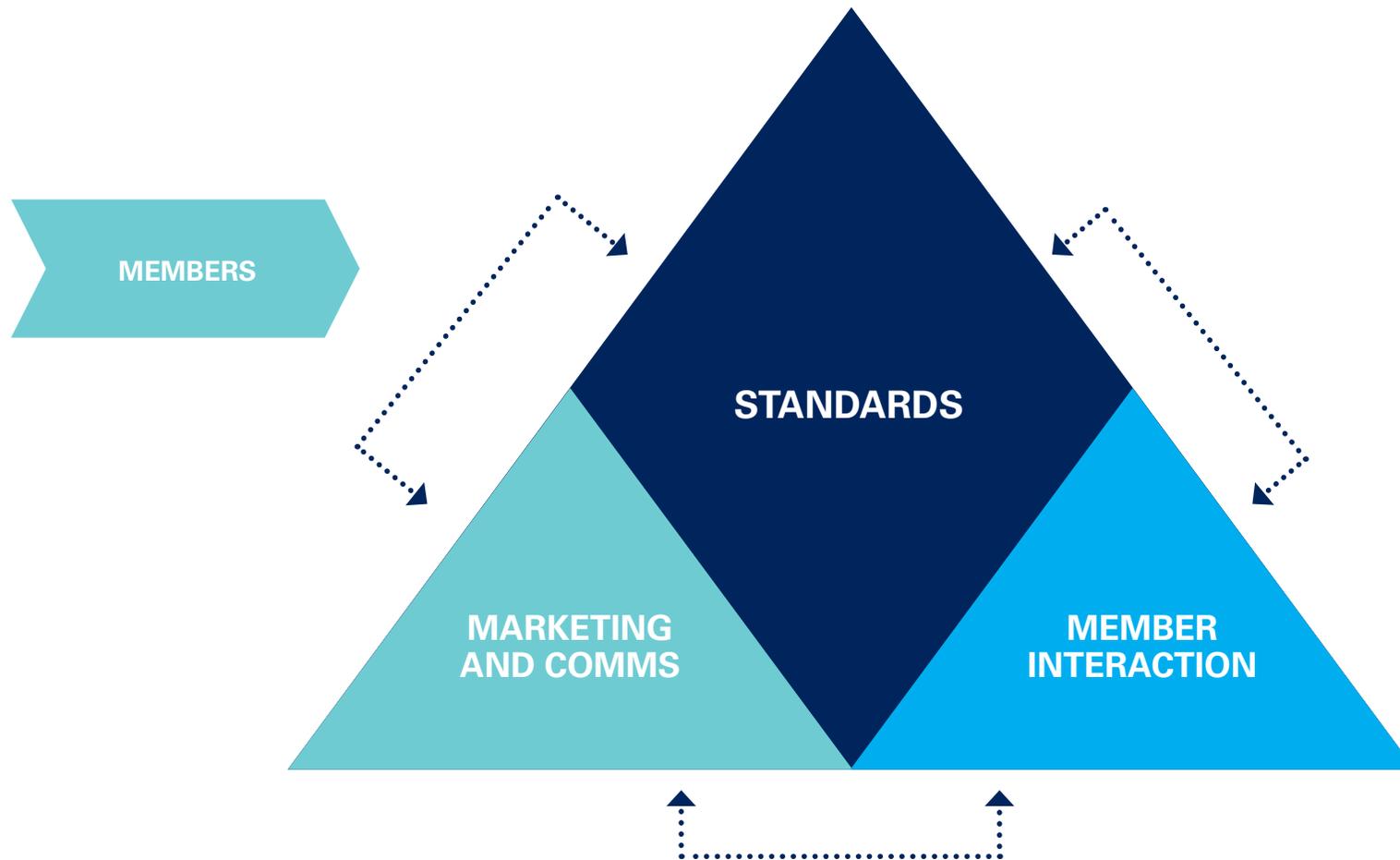
## BUSINESS PLAN 2015

### INCREASE THE NUMBER OF ELIGIBLE MEMBERS CONVERTING TO FULL MEMBERS IN LINE WITH TRANSFORMATIONAL TARGETS

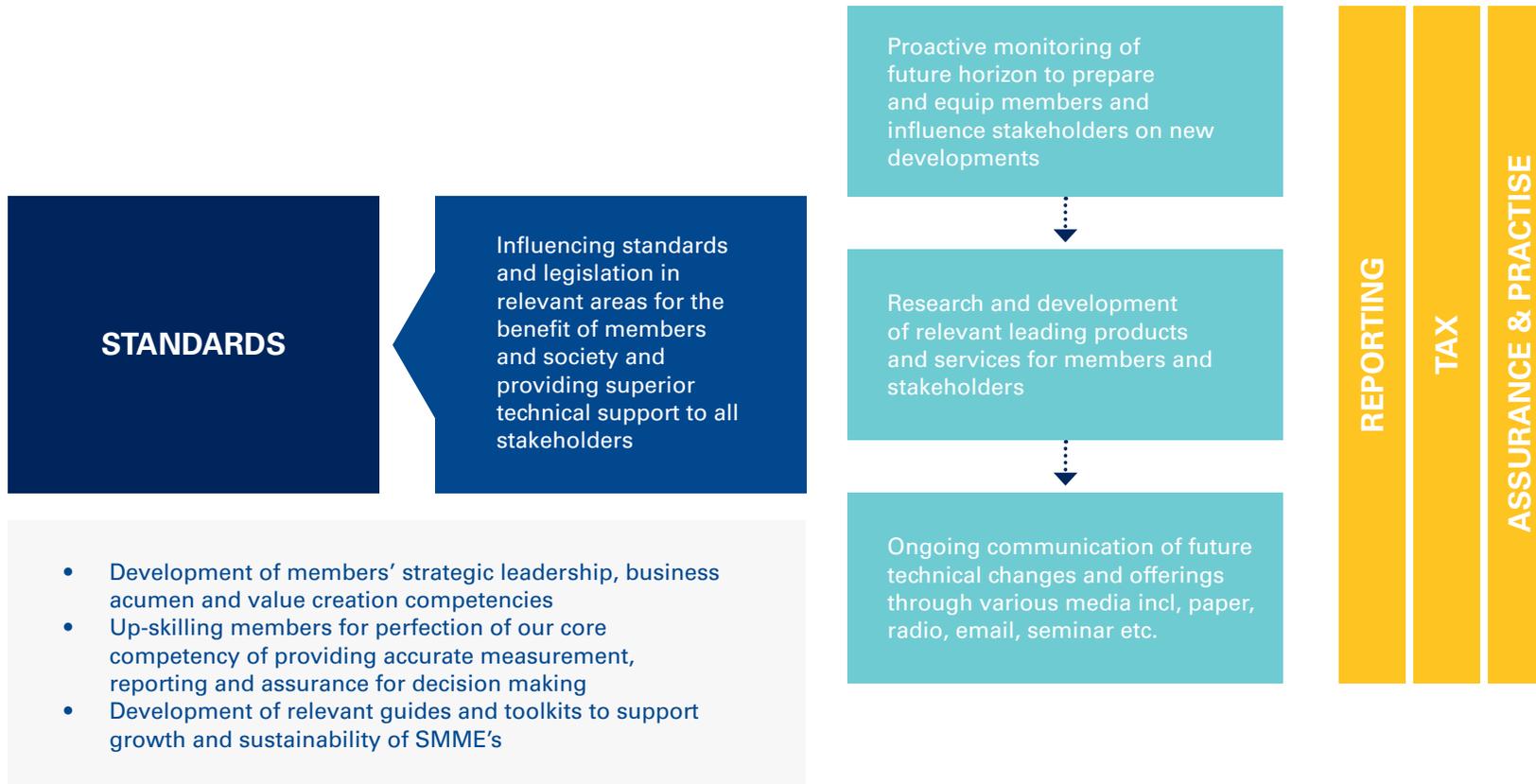


←..... SUPPORTED THROUGH TARGETED MARKETING AND COMMS CAMPAIGNS USING INNOVATIVE PLATFORMS .....→

Part 02: Members & Global Alliances



### STANDARDS



REPORTING: PREPARERS & USERS

ACCOUNTING	INTEGRATED REPORTING	REGULATION
<p>Influencing &amp; shaping the regulation of the accountancy profession &amp; prepare &amp; equip members for implementation</p>	<p>Further research and opportunities in Integrated Thinking and Integrated Reporting</p>	<p>Independent research to influence changes to the Companies Act and/or Regulations</p>
<p>Prepare &amp; equip members on projects of the IASB that are not yet effective</p>	<p>Communication, training &amp; education provided to our members to prepare / equip them as IR preparers</p>	<p>Prepare &amp; equip members for the impact of new regulation and/or changes to regulations i.e. KING IV, New Code of Ethics (evaluate ethical leadership through promotion of professional conduct), Companies Act, POPI etc.</p>
<p>Develop a corporate reporting framework solution for SMME's</p>		<p>Providing guidance to members: New SAICA's Companies Act Guide, Section 90 SAICA/IRBA Guide</p>

# 01. EXECUTIVE SUMMARY

## BUSINESS PLAN 2015

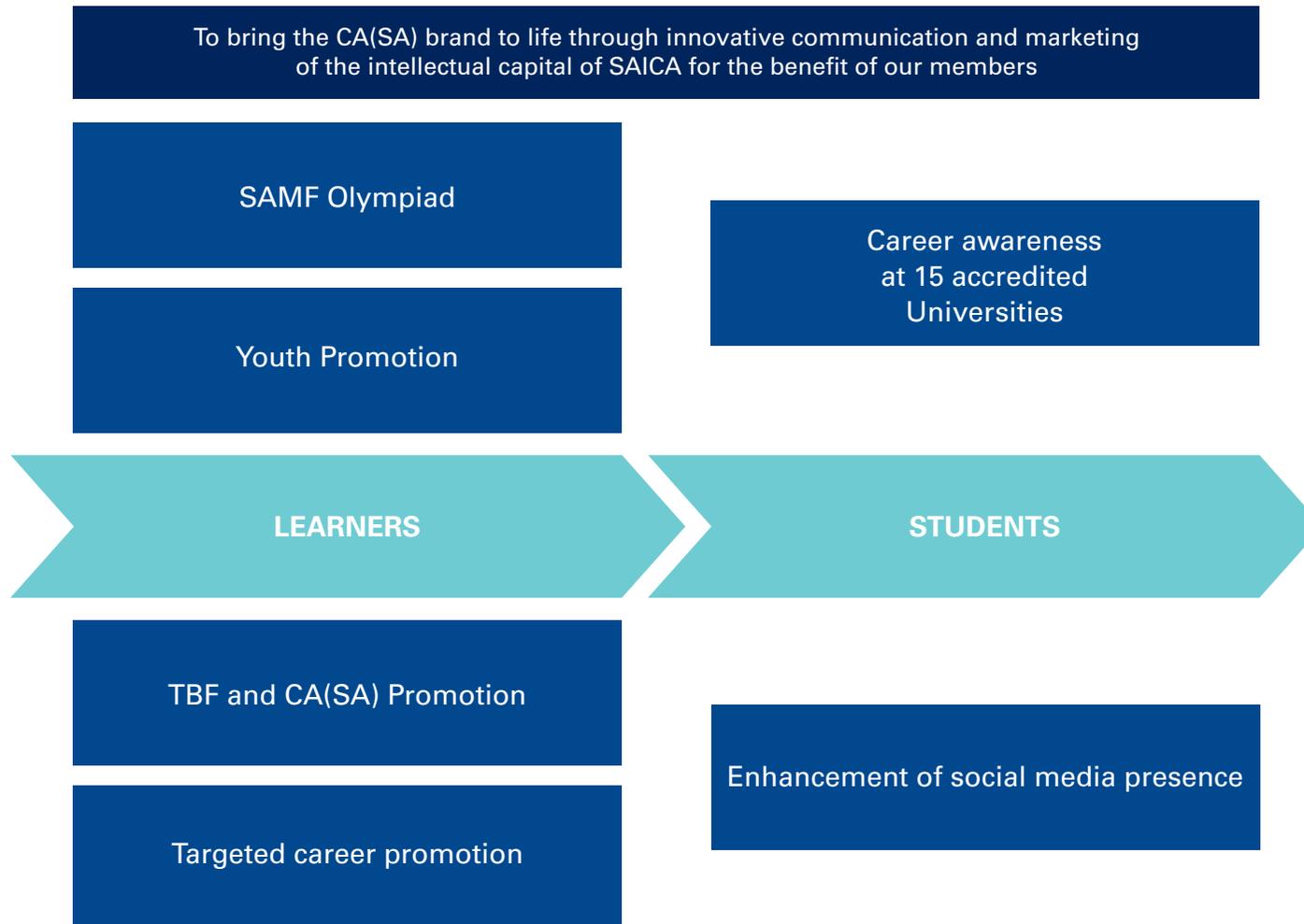
### TAX



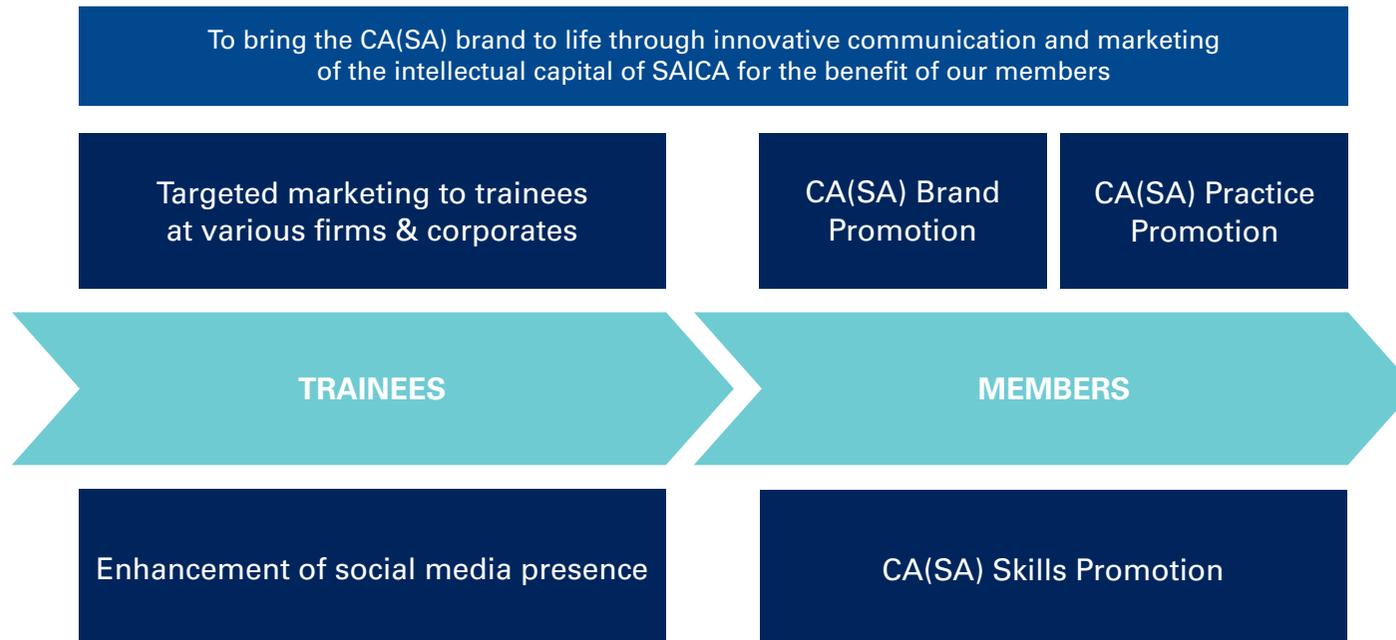
ASSURANCE & PRACTICE



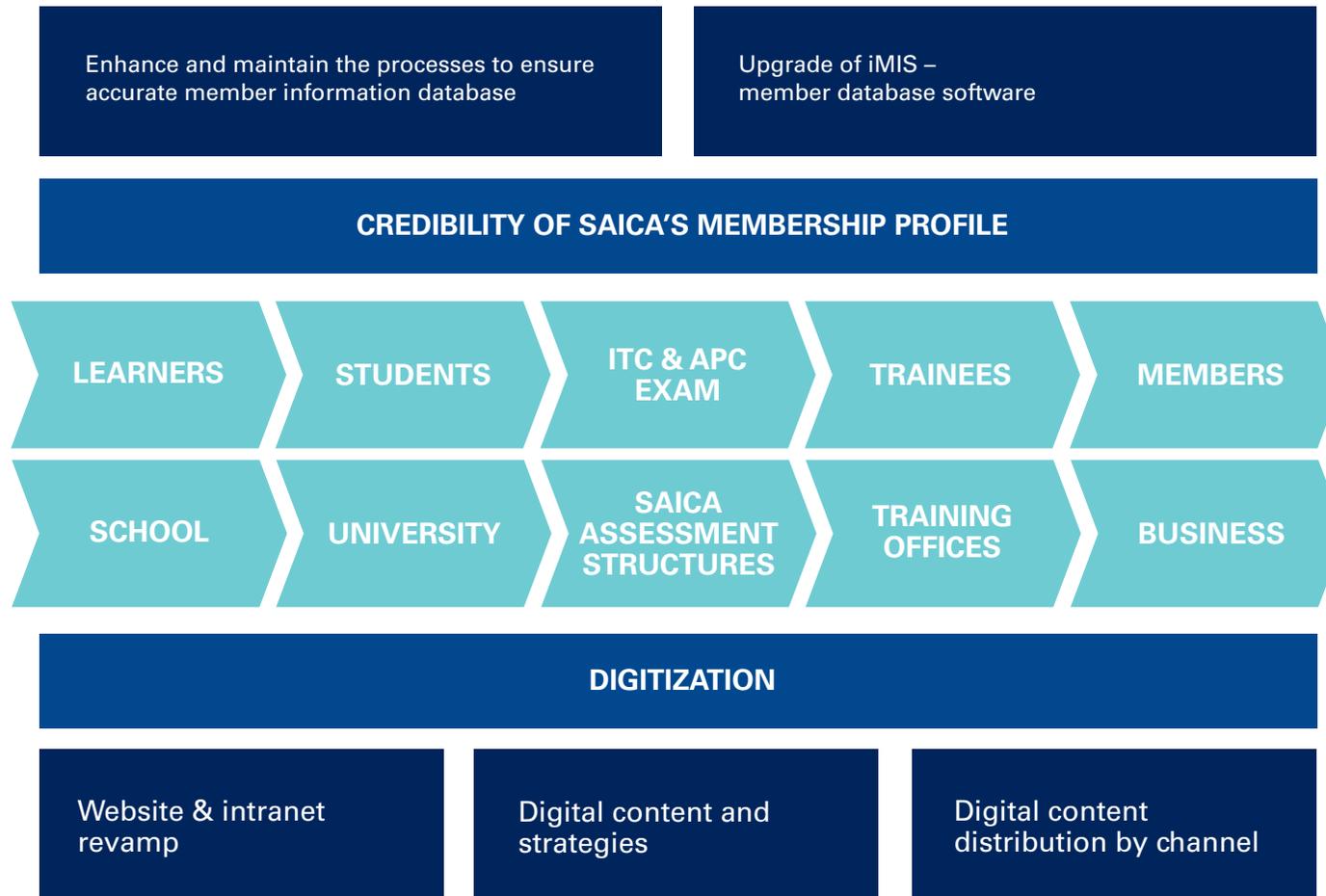
MARKETING & COMMUNICATION



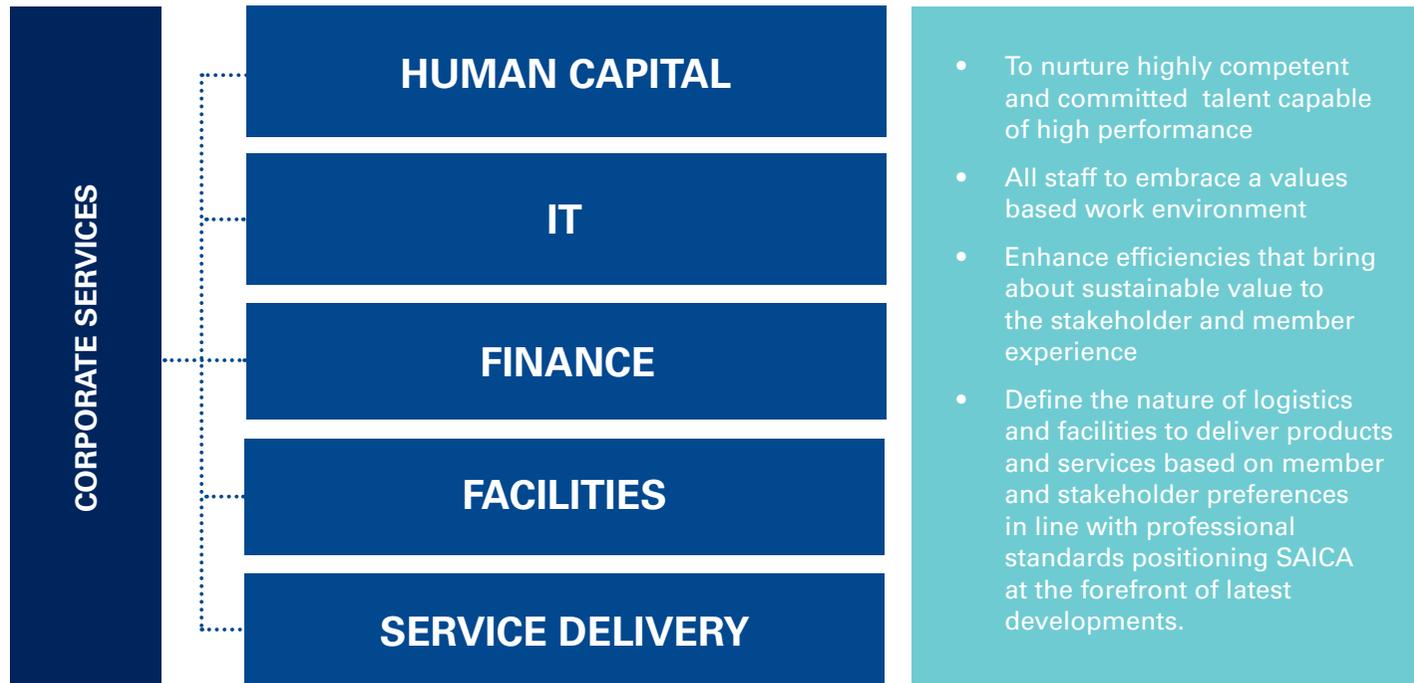
MARKETING & COMMUNICATION



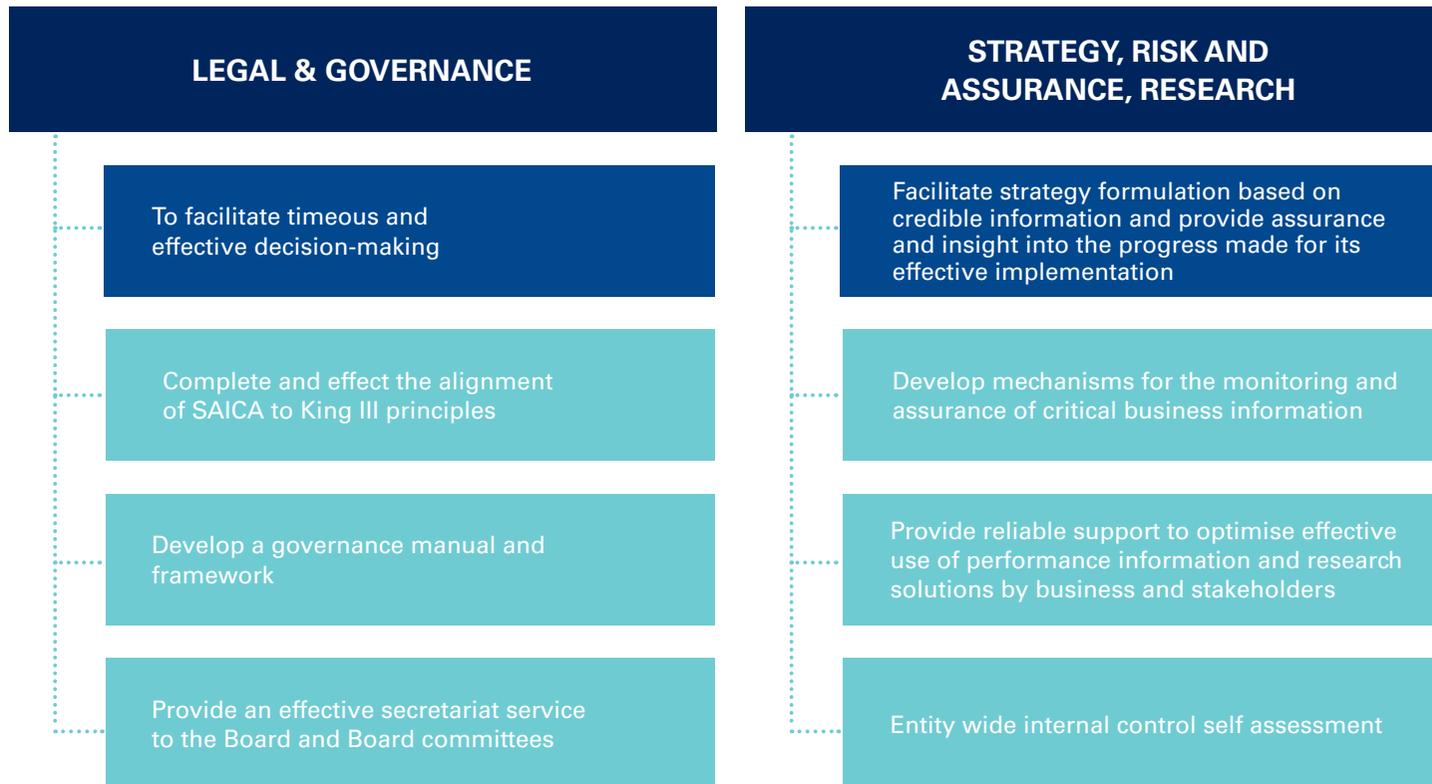
CREDIBLE MEMBER INFORMATION AND DIGITISATION OF SAICA



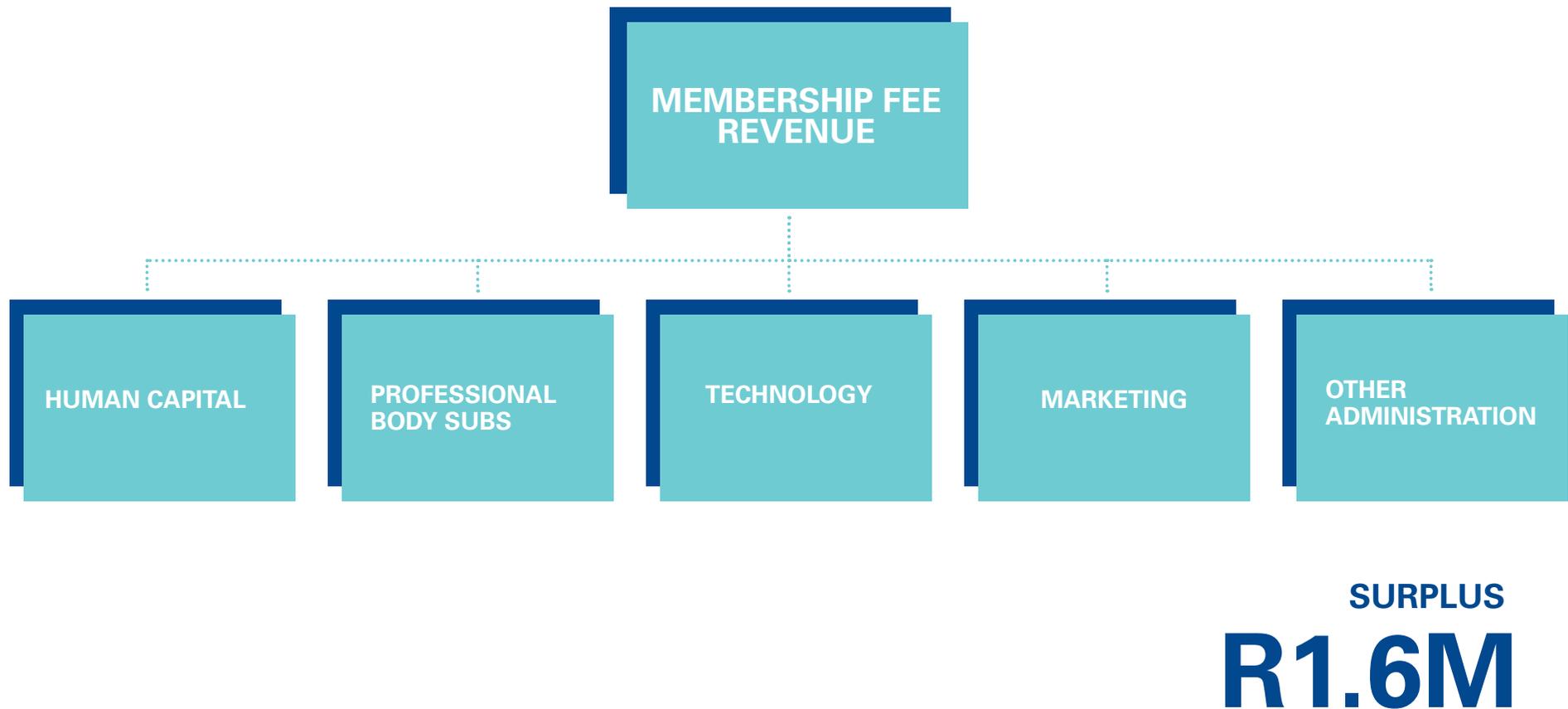
## Part 03: Corporate Services



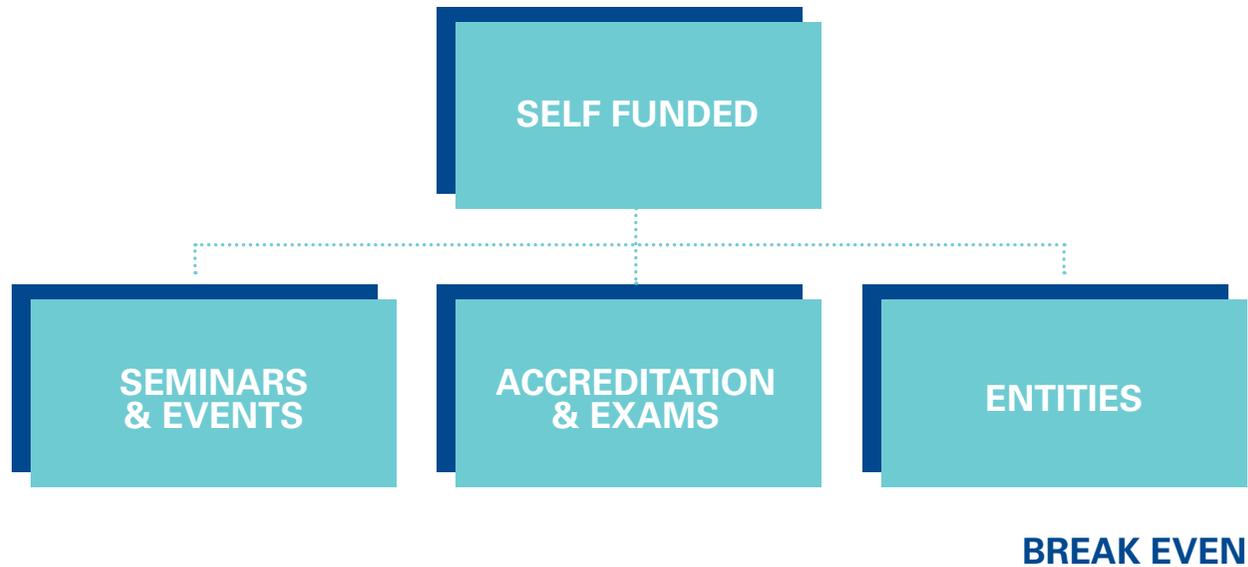
Part 04: Executive Support



BUDGET SYNOPSIS



### BUDGET SYNOPSIS (CONTINUED)



#### EXPENSES

- Budget forecast at CPIX + 1% = 7.2%

#### MEMBER FEES

- Increase of CPIX + 2% = 8.2%
  - Applicable to all members including those above 60 years old
  - Applicable to all international members
- 2% for Thuthuka

#### ENTRANCE FEES

- Affordable at R5400 to encourage new members to take up membership

**SAICA**  
**BUSINESS PLAN:**  
**DETAILED**  
**BUSINESS**  
**PLAN**

02



## 02. DETAILED BUSINESS PLAN

### PART 01: NATION BUILDING AND SKILLS DEVELOPMENT

# PART 01: NATION BUILDING AND SKILLS DEVELOPMENT

## Transformation and Growth

As a critical stakeholder in society, SAICA (through the Transformation and Growth department) has the responsibility to ensure a consistent pipeline of adequately and suitably qualified professionals who are representative of the country's demographics. The Transformation and Growth team (through the Thuthuka Bursary Fund (Thuthuka)) is SAICA's driving force behind that commitment and is tasked with ensuring the sustainability of the accounting profession through the development of education support programmes. The effective achievement of the overall transformation objectives for the profession can only be brought about through the consolidated efforts of all stakeholders, from funders to higher education institutions, to the students themselves, and to SAICA. To create a sufficient and sustainable base of appropriate and representative skills will take an enormous effort from all. While not exclusively the solution, large-scale skills development initiatives are required to tackle the challenges at each level and between the levels of each candidate's progress.

In order to drive this process properly and ensure the proper governance thereof, the Thuthuka Education Upliftment Fund (TEUF), Thuthuka, The Hope Factory, AAT(SA) and Enterprisation were formed. All entities are run through the Transformation and

Growth department. Detailed financial resources allocated to the achievement of the entities' objectives are outlined in the budget overview section.

The Transformation and Growth department is responsible for the effective running of all programmes (from school level through to qualifying as a chartered accountant) geared at driving transformation within the profession. The Transformation and Growth Department's (through Thuthuka) focus is on two strategic objectives:

- to grow the number of CAs (SA), and
- to transform the demographics of the profession to match the country's demographic profile.

Initiatives in support of these objectives therefore focus on the development and success of programmes that focus on promotion of a career in Chartered Accountancy to learners from various backgrounds and providing support to African and Coloured learners in overcoming the barriers to their success through their studies towards becoming chartered accountants. This support begins at high-school level and continues until qualification as CAs (SA). The major initiatives are detailed below:

## 02. DETAILED BUSINESS PLAN

### PART 01: NATION BUILDING AND SKILLS DEVELOPMENT

	PROJECTS	DESCRIPTION
School Level	Development Camps (National)	Week-long residential development camps for grade 11 &12 learners focusing on Academic Support (Maths and language) and Life skills (100 to 200 direct beneficiaries per province in 2014). The provincial Departments of Education have partnered with SAICA to run these camps nationally. The camps have been supported by the Reserve Bank since 2011.
	EMS Educator Workshops	Educators' content and methodology training for EMS educators (200 direct beneficiaries in 2014)
	Supplementary Outreach university Feeder Education Classes (UKZN & NMMU)	Learners are provided extra tuition in Maths, Accounting and Science skills (100 to 200 direct beneficiaries per province in 2014). These usually take place either on Saturdays or as Winter & Summer schools in some provinces. These programmes feed into our Thuthuka intake.
	Career Awareness (National)	Promotion of the Chartered Accountancy Profession as well as Maths to Grade 10, 11 and 12 learners through school visits, participation in exhibitions and SAICA Symposiums.
	Olympiads (National)	Annual SAICA Pastel Accounting Olympiad and participation in and sponsorship of SAMF Harmony Maths Olympiad
Undergraduate Level	University of Zululand (UniZulu) Programme, Walter Sisulu University (WSU) and University of Venda (UniVen)	Capacity building programmes at the University of Zululand (UniZulu), Walter Sisulu (WSU) and Venda (UniVen) aimed at achieving SAICA accreditation for the universities. 50 students', 100 students' and 50 students' intake in 1st year, respectively. This project started in 2012, funded by the BANKSETA for UniZulu and UniVen, and DHET for WSU. A further 100 students commence studies in subsequent years.
	University of the Western Cape (UWC) programme	Capacity building programme started in 2009 modelled on the Thuthuka (270 direct beneficiaries in 2014). UWC has been included in the TBF CTA programme since 2013.
	Thuthuka Bursary Fund (9 accredited universities nationally NMMU, UCT, UFS, UKZN, UJ, UP, SUN, NW and Wits)	Full-time undergraduate bursary programme offering full bursary and additional academic and life-skills support programmes (919 direct beneficiaries with a 2014 new intake of 356).
	Undergraduate support programme for non-Thuthuka students	Academic support and career development to non-Thuthuka 2nd and 3rd year students in Western Cape, Gauteng and the Eastern Cape. (520 direct beneficiaries in 2014).
	Career Promotion	Student Leadership Summit, nowiCAN website, Participation in University Open Days and various presentations to CA-stream students.
Postgraduate Level	Full-Time CTA Project (9 accredited universities nationally NMMU, UCT, UWC, UFS, UJ, UP, SUN, NW and Wits)	Full-time support for postgraduate students studying the Certificate in Theory of Accounting or equivalent. Students on the programme include graduates of Thuthuka undergraduate programmes and other talented African and Coloured students (372 direct beneficiaries in 2014).
	UNISA CTA Distance support programme	Intensive distance learning support for UNISA CTA students run by UNISA. (191 direct beneficiaries in 2014).
OE Level	ITC Repeat Support Programme	Intensive part-time academic and skills support for strong African repeat candidates writing the SAICA Qualifying Exams (150 direct beneficiaries in 2014) This is taking place in Gauteng & Cape Town funded by FASSET for African candidates and BANKSETA for Coloured candidates.

These initiatives are supported through targeted marketing and communication campaigns and collaboration with members and leveraging technology. Detailed discussions on the marketing initiatives and related budgeted financial resources are provided for under the marketing and communication and budget overview sections respectively.

## 02. DETAILED BUSINESS PLAN

### PART 01: NATION BUILDING AND SKILLS DEVELOPMENT

## Professional Development: Pipeline Quality and Relevance

The Professional Development department's primary purpose is to ensure that persons who qualify for registration as Chartered Accountants in South Africa at entry level have the relevant competence (being knowledge, skills and attitude) to perform the duties expected of them. An added responsibility is to foster a culture of life-long learning in prospective members and associates of SAICA to enable them to enhance and maintain their professional competence and relevance post qualification. In achieving the above, professional development focus areas can be summarised as follows:

### AT UNIVERSITY / STUDENT EDUCATION

- develop the overall strategy for Professional Development (pre-qualification);
- maintain and update the Competency Framework i.e., maintain and update content for academic programmes (Detailed guidance for Academic programmes); and, maintain and update content for the Training programme;
- monitoring and accreditation of academic and professional programmes that lead to qualification as a CA(SA); and
- monitoring and approval of the academic trainee programme.

### SAICA ASSESSMENT EXAMS / ITC AND APC

The Initial Test of Competence (ITC) and the Assessment of Professional Competence (APC) Exams ensures the protection and maintenance of standards of the CA(SA). This includes:

- implementation of effective administration over all exams;
- determining the entry requirements into SAICA examinations (eligibility requirements and relevant policies procedures and regulations relating to the assessments). This responsibility rests entirely with the Initial Professional Development Committee but is delegated to the various Examination Committee's;
- determining the examinable pronouncements on an annual basis;
- setting the relevant assessments. This responsibility rests entirely with the Initial Professional Development Committee but is delegated to the various Examination

Committee's;

- overseeing the marking processes of SAICA examinations. The IPD committee may appoint such persons as it deems fit to serve on the marking panel (including both umpires and markers);
- adjudicating the results of SAICA examinations. This responsibility rests entirely with the IPD committee;
- determining and publishing the rules governing SAICA's examinations; and
- establishing assessment criteria to test the ability of candidates to competently perform their professional duties in line with international best practice.

### TRAINING OFFICES AND TRAINEES

Professional development ensures that:

- prospective CAs(SA) receive training and experience of the necessary breadth and depth reflective of international best practice within the South African context;
- the required competence is obtained through applying theoretical knowledge to practical skills under the direction and supervision of experienced and qualified members;
- prospective CAs(SA) have an appreciation of the contemporary business environment;
- the prescribed competencies for the training programme are appropriately reflective of the competency framework; and
- the administration and efficiency of the present system of training is continuously evaluated.

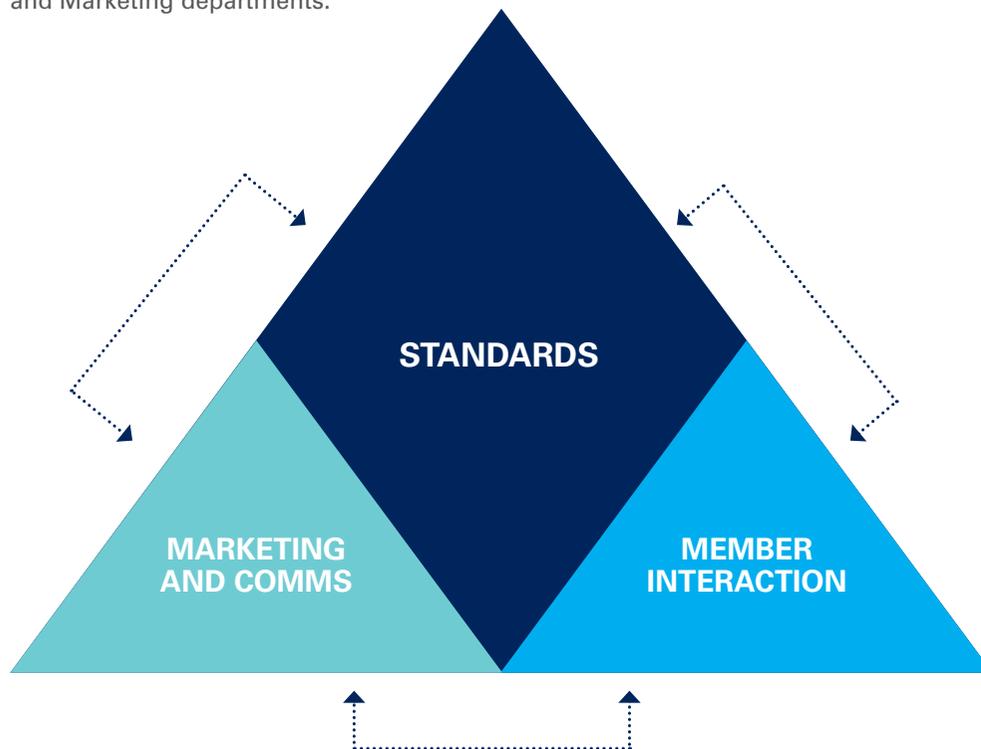
Furthermore SAICA through the professional development department collaborates with representative bodies of recognised professional institutes and associations outside South Africa with regard to training of accountants.

SAICA through the Transformation and Growth and Professional Development departments is formalising a position paper on the professions need for a mid-tier which will be released for member comment and engagement during 2015.

## PART 02: MEMBERS & GLOBAL ALLIANCES

Providing superior technical support and services to all members and stakeholders relies on SAICA's ability to influence standards and legislation in relevant areas and knowing what members want and need. The success of SAICA's support of members is entrenched through effective delivery and promotion of all SAICA's initiatives.

This is achieved through the effective integration of its Standards, Member Interaction and Marketing departments.



### Standards

The Standards department's business model can be summarised as follows:

1. proactive monitoring of future horizon to prepare and equip members and influence stakeholders on new developments;
2. research and development of relevant leading products and services for members and stakeholders; and
3. ongoing communication of future technical changes and offerings through various media including, but not limited to, paper, radio, email, seminars.

SAICA's Standards department is responsible for influencing standards and legislation in relevant areas for the benefit of members and society and providing superior technical support to all stakeholders. The core focus is in areas of reporting, assurance and practice and tax.

In addition SAICA will continue to engage actively with all stakeholders including government ministries, departments and agencies that impact on members.

## 02. DETAILED BUSINESS PLAN

### PART 02: MEMBERS & GLOBAL ALLIANCE

#### REPORTING

The core disciplines within reporting include accounting, integrated reporting (including strategy and financial management) and regulatory reporting for preparers and issuers. The focus areas can be summarised as follows:

ACCOUNTING	INTEGRATED REPORTING	REGULATORY
Influencing and shaping the regulation of the accountancy profession, preparing and equipping members for implementation	Further research and identification of opportunities in integrated thinking and integrated reporting	Independent research to influence changes to the Companies Act and/or Regulations
Preparing and equipping members on projects of the IASB that are not yet effective	Communication, training & education provided to our members to prepare / equip them as integrated report preparers	Preparing and equipping members for the impact of new regulation and/or changes to regulations i.e., KING IV, New Code of Ethics (evaluate ethical leadership through promotion of professional conduct), Companies Act, POPI etc.
Development of a corporate reporting framework solution for SMME's		Providing guidance to members: New SAICA's Companies Act Guide, Section 90 SAICA/IRBA Guide

#### TAX

SAICA's efforts in influencing National Treasury on issues of tax design and policy and influencing SARS on issues of tax administration and efficiencies will continue to receive increasing focus.

Additional initiatives in tax can be summarised as follows:

- Determining the amount of tax revenue our members collect which will assist us to further enhance the strategically important role our members play in the tax industry;

- Development of a solutions based business case for VAT registration difficulties and TCC's;
- Research on ways to increase tax revenues in equitable manner for benefit of economy and society;
- Development and communication of training and education for our members empowering them with knowledge and skills in the evolving tax landscape.

These initiatives will focus on providing a service to all members operating or having an interest in tax including those registered as tax practitioners.

#### ASSURANCE AND PRACTICE

Key areas of focus within the Large, Small and Medium and Public Sector assurance and practice environment are summarised below.

To reposition SAICA and CAs(SA) as leaders in the discipline of assurance, SAICA, through the Standards department continues to research future developments in the areas of:

- assurance of non-financial reporting;
- corporate governance reporting; and
- internal control over financial reporting and aspects of internal control such as risk management.

The Standards department will continue to review the support required by members for Independent Regulatory Board of Auditors' (IRBA) regulatory requirements and investigate and develop ways how best to support our members in this regard.

In addition, they will prepare and equip members on projects of the International Auditing and Assurance Standards Board (IAASB) that are not yet effective but will have a significant impact in South Africa, for example, the new auditors report.

#### Member Interaction

Through effective and efficient servicing of members, the Member Interaction department's function is to build brand loyalty and advocacy for the profession

ensuring the visibility and sustainability of the CA(SA) brand. This can only be achieved through the proactive monitoring of the needs of all members that have been confirmed for validity.

As the core member facing unit within SAICA, the primary focus of the Member Interaction department is to build a credible database of all information of all members. This will be achieved through the maintenance and further maturity of the business processes which enable the collection, capture and effective use of accurate member information.

Furthermore, SAICA, through the Member Interaction department, will grow closer relationships with its members across the world by leveraging on the regional and committee structures in South Africa and the rest of the world. SAICA has substantial amount of members based outside of South Africa. Particular focus will be given to ensuring that the EuroAsia and rest of Africa regions are formalized whilst engagement and collaboration with existing regions are enhanced.

In 2014, the Young Chartered Accountants Network (YCAN) was established to better understand and deliver on the needs of SAICA's younger members. Both regional structures and a national structure has been formed and an increase in activities for this constituency is planned.

## Marketing And Communication (Including Accountancy SA)

As the business unit responsible for marketing and communication in SAICA, the Marketing and Communication department is responsible for:

- promoting and maintaining the CA(SA) brand;
- promoting the value of SAICA to its members through communication in order to delight members; and
- supporting the growth of SAICA through promotion of the CA(SA) as a career opportunity to the youth market.

In addition to the marketing and promotion (dealt with in Part1: Nation Building and skills development) support the main awareness campaigns at the various member levels are summarised in the table below:

<b>LEARNER</b>	<ul style="list-style-type: none"> <li>• SA Maths Foundation Olympiad</li> <li>• Youth Promotion</li> <li>• TBF and CA(SA) Promotion</li> </ul>
<b>STUDENT</b>	<ul style="list-style-type: none"> <li>• Career awareness at 15 accredited Universities</li> </ul>
<b>TRAINEE</b>	<ul style="list-style-type: none"> <li>• Targeted marketing to trainees at various firms &amp; corporates</li> </ul>
<b>MEMBERS</b>	<ul style="list-style-type: none"> <li>• CA(SA) Brand Promotion</li> <li>• CA(SA) Practise Promotion</li> <li>• CA(SA) Skills Promotion</li> </ul>

These campaigns are to be implemented through the latest and most innovative techniques that will position SAICA at the forefront of marketing and communication best practice. A critical enabler to achieving this is to know members communication and marketing requirements. In addition, SAICA's Marketing and Communication department will equip itself with the knowledge of the latest marketing and communication techniques and practices.

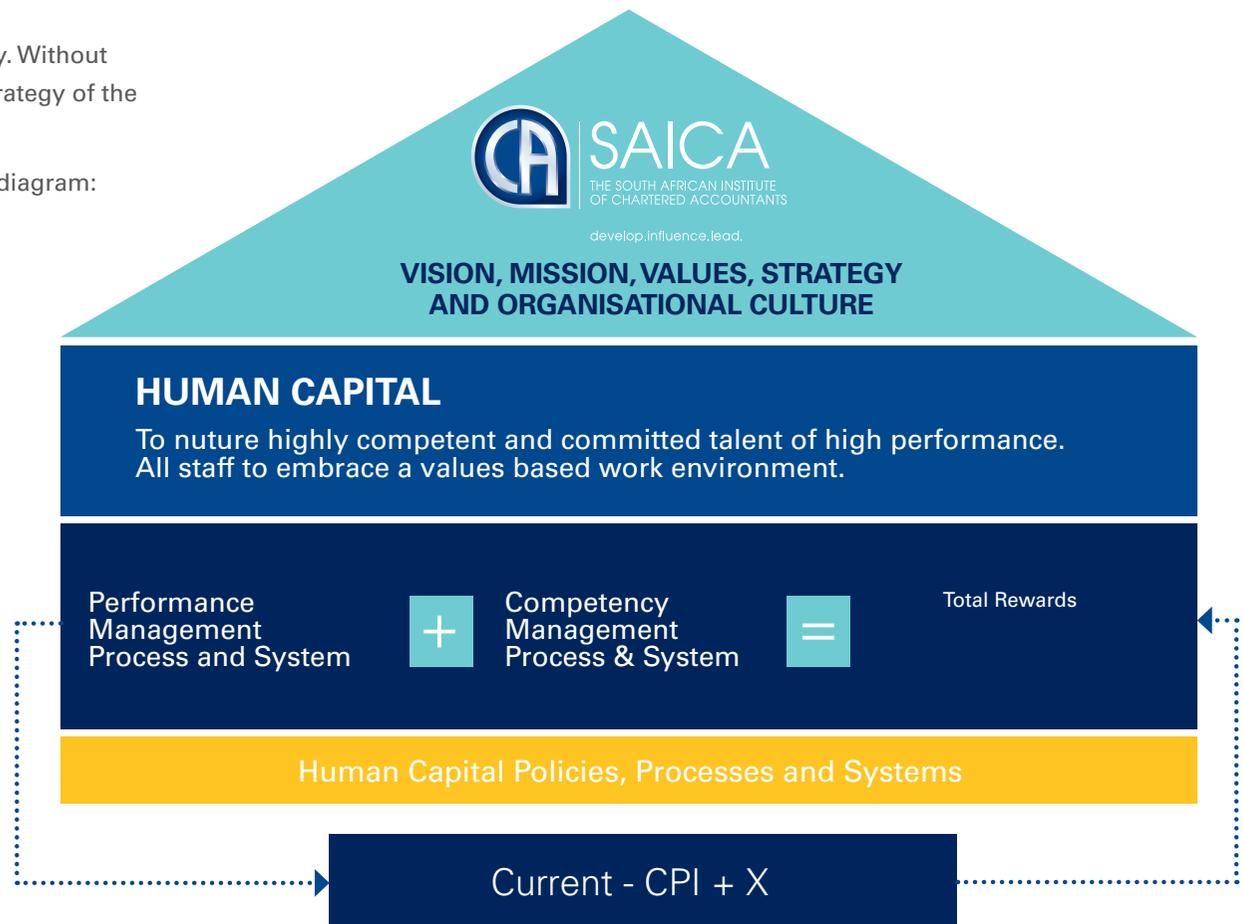
As a consequence of the above renewed vision, the Marketing and Communication department will embark on the digitization project in 2015. This is a major project focusing on enhancing SAICA's digital presence and leveraging on this improved presence for the benefit of members and stakeholders. A comprehensive digital strategy will be developed which will include a complete revamp of SAICA's website and determination of digital content and distribution strategies and media.

# PART 03: CORPORATE SERVICES

## Human Capital (HR)

Human Capital is the key driver for the delivery of the SAICA strategy. Without the right people, in the right jobs, committed to implementing the strategy of the organization, the strategy will be unachievable.

SAICA's human capital strategy can be summarised in the following diagram:



The current human capital reward model is based on staff performance as agreed in their performance contracts. Every staff member signs a performance contract which is cascaded down from the organisational as well as divisional objectives. Staff members are measured against their performance targets and are rewarded according to their performance only.

Human capital best practice confirms that whilst delivery of outputs is important for the delivery of organisational objectives, without focusing on the underlying competencies that drive such performance, the delivery of outputs cannot be sustained. It is for this reason that SAICA is introducing competency management, in addition to performance management, as part of the criteria that will be used in determining total reward going forward. The competency management process will be introduced in phases, starting with the senior executives in 2015, and will be cascaded to the rest of the organisation in 2016.

Optimum performance of SAICA employees is to be achieved through constant assessment, development, and rewarding of staff for demonstrating the necessary competencies enabling them to perform at the required level, and ensuring that this is achieved in a values-based work environment.

For 2015 two initiatives have been identified as key focus areas under the human capital pillar, namely,

- Enhancing the maturity of the performance management process and system; and
- Enhancing the employee engagement.

## 01. ENHANCING THE MATURITY OF THE PERFORMANCE MANAGEMENT PROCESS AND SYSTEM

This strategic initiative comprises two aspects that have a financial implication, namely, implementation of a new performance management system (IT system), as well as implementing a competency based pay model throughout the organization.

### Implementing a new performance management system (IT system)

SAICA already uses the VIP system for payroll processing. Currently the employee data is maintained in a separate system, S-cubed, and an interface between the two systems has been developed. Best practice recommends maintaining related information within one core system, which optimises the business processes for both the Human Resource and Finance and improve processing in terms of accuracy and reconciliations.

The performance management process is a critical process that has been identified as key to improving the maturity of performance management process at SAICA. Performance management is better practiced when the system used for the storage, retrieval and scoring of performance contracts is both simple, reliable and user friendly to the employees and managers. The current system is cumbersome, unreliable and not user friendly, which has impacted negatively on how staff experience the performance management process.

Given that SAICA already uses the VIP system for payroll processing, both payroll and Human Resource information will now reside within the same system which will minimize the risk of interface data errors.

### Implementing a competency based pay model throughout the organization

Under the expert guidance of The Hay Group, SAICA has developed a competency framework which outlines the critical competencies required by its employees to deliver on its strategic objectives. The following competencies have been identified as being critical to the long term sustainable performance of the organization and all staff will be expected to demonstrate them at varying degrees depending on their level in the organization:

## 02. DETAILED BUSINESS PLAN

### PART 03: CORPORATE SERVICES

COMPETENCY CLUSTERS / COMPETENCIES		SENIOR LEADERSHIP
Managing Self Performance	Business Acumen	4
	Financial Acumen	3
	Drive for Results	4
	Resilience and Self Control	3
Creating Capability	Team Leadership	4
	Developing & Empowering Others	3
	Managing Performance	4
	Interpersonal Understanding	3
Shaping the Organisational Culture	Teamwork & Collaboration	4
	Customer Service Orientation	3
	Influencing Others	4
	Conflict Management	3

The above table illustrates the target level per competency that will be applicable to the senior executives. These target levels will differ at various levels of seniority in the organization. The Hay Group has also developed a competency dictionary that defines each of these competencies as well as the behaviour which is associated with each competency level. A detailed proposed plan for the implementation of this project throughout the organization is currently being finalized with The Hay Group.

Employees at senior executive and project director levels (technical positions) drive the biggest proportion of the business value, SAICA needs to appoint staff with credibility among senior professionals within South Africa and internationally at this level.

It is critical for SAICA to attract, retain and motivate key staff of the required calibre, skills and expertise at these technical levels. In this regard SAICA's salaries should be benchmarked annually against the biggest audit firms in South Africa to ensure that SAICA attracts and retains the highest caliber candidates to these critical positions.

## 02. TO IMPROVE THE EMPLOYEE ENGAGEMENT INDEX OF SAICA

To ensure that SAICA's staff are constantly up to date, and involved in driving the strategic objectives of the organisation, weekly management meetings are held between the CEO and the senior executives. The senior executives in turn provide an update to their staff on any developments pertaining to the strategic initiatives of SAICA. At a divisional level, staff members are encouraged to give input on any matter that the organisation can improve. A staff publication has recently been launched as an additional tool to communicate pertinent information to staff members. The CEO also conducted engagements with each division within SAICA. The purpose of these engagements was to reinforce the performance expectations of each division, and to get a first-hand understanding of any possible inhibitors to performance that each division may be experiencing.

In addition to the divisional communication platform, SAICA also conducts an engagement survey where staff can rate their work experience at SAICA using an anonymous survey. The results of this survey as well as focus group discussions that follow therefrom are used to make any changes to or reinforce any practices that drive a performance culture in the organisation (The percentage of staff who agree with the statements in column 1 (which relate to potential inhibitors of performance) is reflected below).

STATEMENT	2012	2013
All employees at SAICA are treated equally.	30%	31%
I trust senior management.	53%	43%
I am confident that I can get ahead at SAICA because of my merits.	44%	45%
There are enough opportunities at SAICA for me to learn and grow.	55%	51%
I regularly receive recognition/praise for doing good work.	69%	57%
I am involved in decision making in my department.	69%	60%
My manager encourages my development	70%	60%
My contribution at SAICA is valued.	62%	62%
I trust my colleagues.	73%	64%

The issues highlighted above cannot be addressed by means of once-off solutions or initiatives. They require a persistent change process to deal with specific issues, for example, the issue of unequal treatment of staff emanates from a perceived inconsistent application of company policies within the organisation. To eliminate this problem, there has been a great deal of focus in ensuring consistent application of policies through review and communication of policies. The other example is the lack of involvement of staff in decision making in their departments. Greater emphasis is placed on senior executives to communicate companywide discussions with their staff at a departmental level, but equally important, to get staff input on any issue that will better achieve the strategic objectives of SAICA.

Often, the financial implication of implementing these initiatives is minimal. They require awareness and a conscious commitment to implement the behavioural changes that are necessary to drive a performance culture. One of the lessons learnt from previous surveys is the need to focus on implementing a few actions (not more than five), that have the biggest impact. There may be initiatives that have financial implications to improve employee engagement, for example a recognition programme to reward exceptional behaviour beyond one's scope of work, which is in line with the values of the SAICA budget, has been provided for such initiatives.

### Service Delivery (including Facilities)

The service delivery unit, is responsible for the delivery of products and services to members and will continue to define, design and provide the logistics and facilities to deliver products and services based on members' and stakeholders' preference. The provision of logistics and facilities will be in line with latest defined professional standards through innovative delivery mechanisms including, but not limited to, webinars.

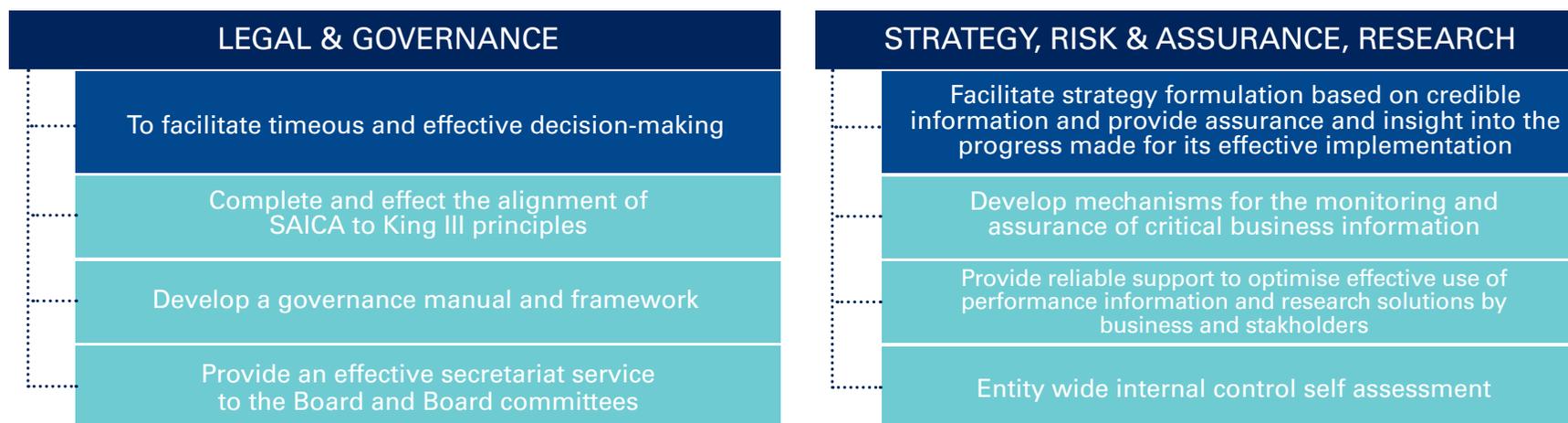
### IT

IT will continue to develop and deliver systems that are easy to use and meet expectations of users. Focus areas include the digitisation and database credibility initiatives mentioned earlier.

### Finance

The Finance department will build on the significant achievements made during 2014 on the Finance Optimisation project. Further emphasis will be placed on ensuring that the finance function and systems enables better business decision-making. The finance function will also be designing and developing a sustainable business model for SAICA.

# PART 04: EXECUTIVE SUPPORT



## Legal and Governance

The Legal and Governance department is required to fulfil certain critical functions within SAICA as part of the structural support component of the organization. In this regard, the Legal and Governance department, as a department which is in a transitional phase, is in the process of restructuring its focus to ensure that legal service is provided to the SAICA's divisions and stakeholders.

<b>CORPORATE GOVERNANCE</b>	<ul style="list-style-type: none"> <li>• Complete and effect the alignment of SAICA to King III principles</li> <li>• Develop a governance manual and framework</li> <li>• Provide an effective secretariat service to the Board and Board committees</li> <li>• Effectively manage Board expectations</li> </ul>
<b>DISCIPLINE</b>	<ul style="list-style-type: none"> <li>• Restructure the operations of the SAICA Disciplinary function</li> </ul>

## Strategy, Risk and Assurance, Research

The Strategy and Risk department performs the essential role of providing the entire organisation with insights and assurance on its strategic performance whilst also responsible for the design and management of the strategy management process. It is responsible for supporting the business with its strategic review and formulation process which ultimately leads to the development of the SAICA balanced scorecard and business plans. Furthermore, it is responsible for the reporting and assurance of organisational business and risk performance.

03

**SAICA**  
**BUSINESS PLAN:**  
**DETAILED**  
**BUDGET**  
**2015**



# BUDGET APPROACH

## Budget Process Timelines

The 2015 budget season commenced upon the approval of the 2015 strategy and provided for a two month period of detailed preparation and interrogation of the resources to enable the proper funding of the expected deliverables. The table below outlines the budget process undertaken and milestones planned for.

### BUDGET APPROVAL PROCESS TIMELINES

Commencement of the process	12 August 2014
First Cut review by Senior Executive: Corporate Services	10 October 2014
Review of budget by FINCO	19 November 2014
Approval by the Board	20 November 2014

### BUSINESS OPERATIONAL BUDGET TIMELINES

Final submission of budgets signed off by Executives	8 October 2014
First draft of total SAICA budget submitted by business	13 October 2014
Review of budgets by Finance	13-24 October 2014
Departmental budget with MANCO	20-21 October 2014
Budget pack issued to Board	12 November 2014
Review of budget by the Finco	19 November 2014
Budget approval by the Board	20 November 2014
Communication of approved budget to business	27 November 2014

## Economic Outlook

The difficult circumstances that have confronted the South African economy over the past few years are expected to continue for the foreseeable future. Global economic

conditions remain uncertain and depressed due to poor growth prospects in advanced economies and a potential of slowing down in major developing economies. Domestically, low levels of business confidence, slow growth in both consumption and investment spending, and disruptions to the business activity through labour stoppages and electricity supply constraints continue to present a challenge for economic growth and thus presents a challenging growth environment.

Within this context, a weak revenue and profit performance has resulted in increases in membership fees to sustain the funding gap. Whilst this has been necessary to ensure service delivery in respect of members, these depletion of reserves is not sustainable over the longer term and must be resolved through a combination of disciplined growth in spending and evaluation of a new funding model for SAICA.

## Budget Guiding Principles

The guiding principles for the determination of the annual budget for 2015 were issued to give guidance on acceptable increase rates for fixed costs and revenue so as to ensure standardized increases across the business.

The assumptions and guiding principles applied broadly to all business units and only in exceptional cases, as a result of new facts and information coming to light, were increases above the stipulated rates allowed. With the limited resources available, divisional heads were required to manage their budget, and forego some funds to support other strategic priorities. All new projects were to be considered taking into account the available resources.

When proposed budget requirements were made, consideration needed to be given to prior year's actual expenditure and the current year's budgeted and projected outcomes. Opportunities to reduce costs in certain items to ensure that the strategy and objectives of the organization are met had to be explored.

## OVERVIEW OF THE 2015 BUDGET

The 2015 budget is driven by the strategy, the intent being to deliver against the strategy as articulated and approved by the Board.

The 2015 budget was initiated with the CEO's roadshows held during April – May 2014 where the new CEO canvassed members' views and opinions. This resulted in the MANCO strategic review sessions held during June 2014 with the key outcome being the New Strategic Initiatives.

The 2015 budget allocation is mainly geared to funding the furtherance of the previous year's projects as no significant changes have been effected to the strategy. As has been the case historically, the budgeted expenditure is funded through two major sources, the membership fees and revenue generated from self-funded initiatives.

A high level summary of the line items in the budget is presented below as follows:

	BUDGET FY 2015		
	R'000	R'000	R'000
	Membership	Self Funded	Total
Revenue	(210 214)	(49 145)	(259 359)
Admin Expenses	35 403	12 382	47 785
IT	8 177		8 177
Marketing	13 486	3 843	17 329
Other	13 740	8 539	22 279
Other Expenses	72 474	29 150	101 624
Professional Body Subscriptions	7 015		7 015
Other	65 459	29 150	94 609
Cost of Employment	100 688	7 613	108 301
Surplus / Deficit	(1 649)	0	(1 649)

The 2015 budget preparation has proven to be very challenging due to the difficult financial situation that the Institute finds itself in as a result of the declining revenue collection from product offerings.

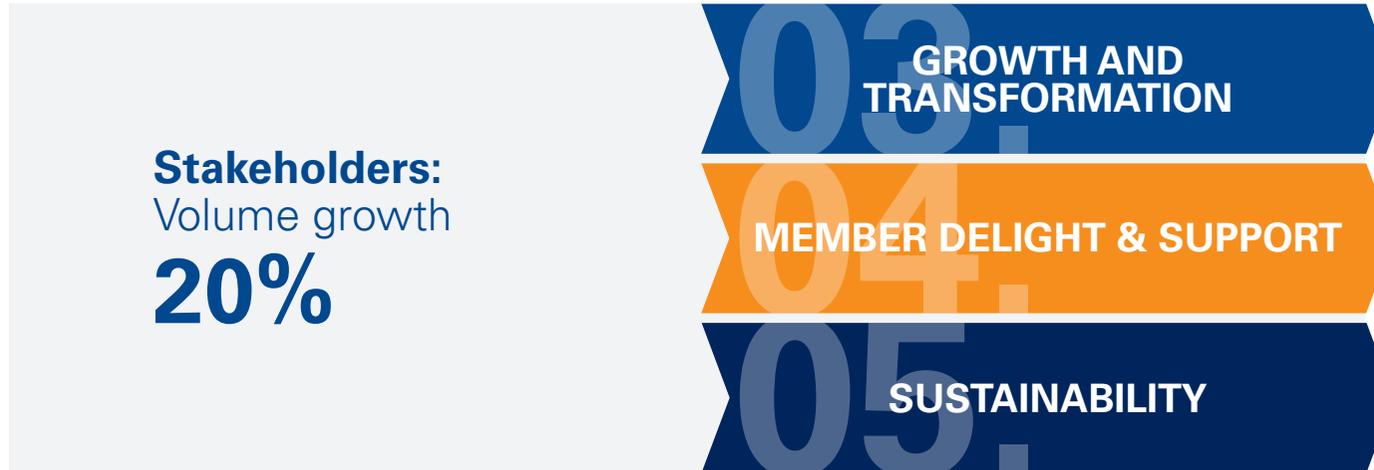
The fundamental premise underpinning the budget is that of alignment of the budget to effective delivery of the organisation's strategic objectives. In line with the business plan framework, the budget has been prepared in accordance with the four focus areas outlined below:

- Part 1: Nation Building & Skills Development
- Part 2: Members Interaction
- Part 3: Corporate Services
- Part 4: Executive Support

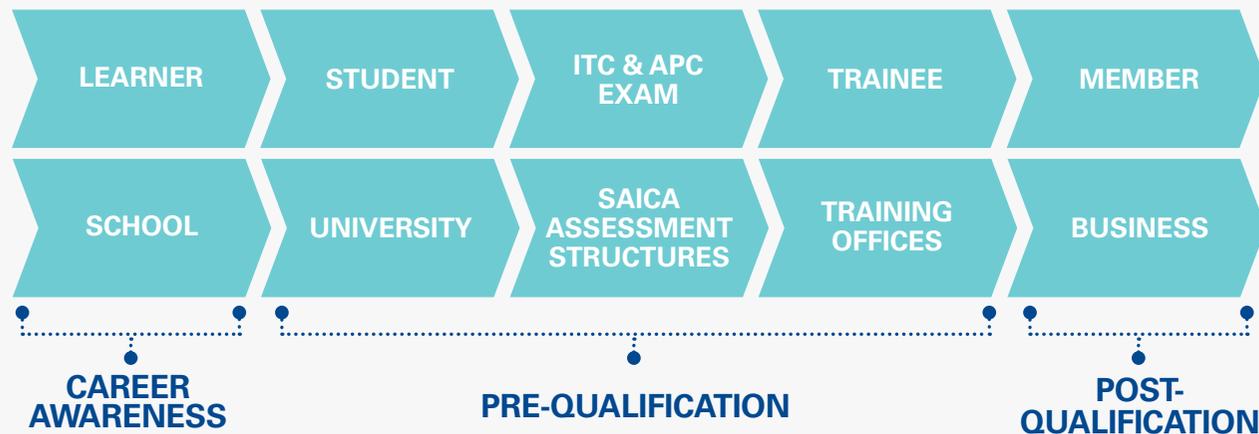
# 03. DETAILED BUDGET

## OVERVIEW OF THE 2015 BUDGET

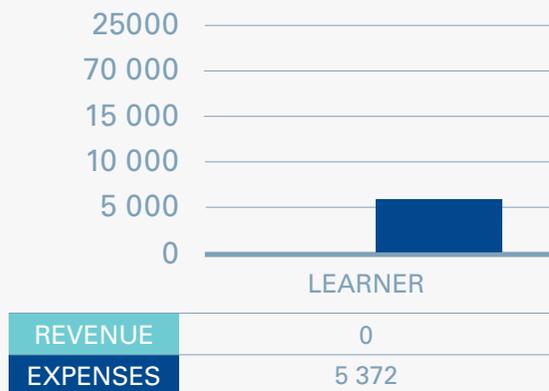
### Part 01: Nation Building & Skills Development



### BUDGETED INVESTMENT



### CAREER AWARENESS



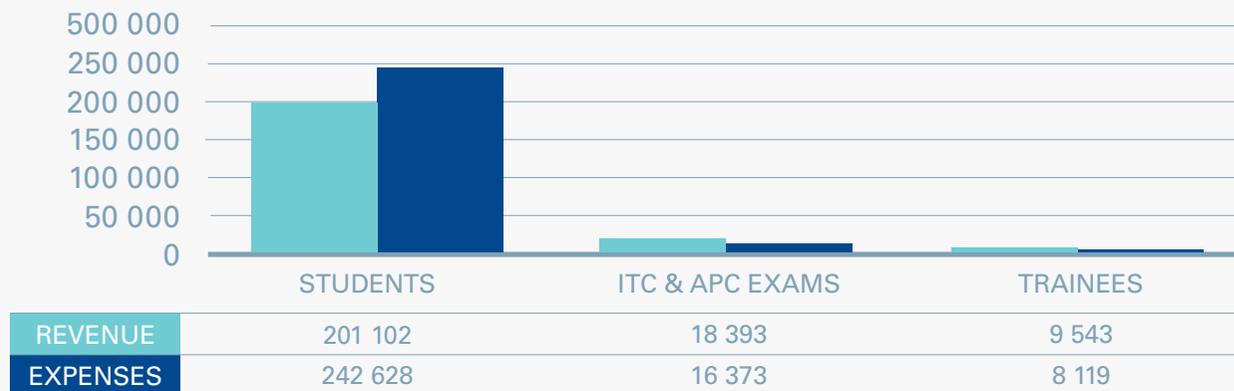
### CAREER AWARENESS

The objective of this focus area is to promote a career in Chartered Accountancy to learners from various backgrounds. Financial resources are allocated for the promotion of CA (SA) through schools visits, exhibitions and school symposiums. These initiatives will be expanded through efforts and collaboration with members and through the use of technology. The budgeted amounts include school visits (R1.9m) and learner campaigns (R3.5m).

### PRE-QUALIFICATION

This ensures that persons who qualify to be registered as Chartered Accountants achieve the necessary competence through the combination of the academic, professional and training programmes (acquiring the required work experience), in order to meet the prescribed levels of technical and professional competence of an entry level CA (SA).

### PRE QUALIFICATION



#### Students

This provides student support through various initiatives such as TBF, TEUF and SEFCO. These are self-funding initiatives and amount to R219.1m. In addition, there are marketing campaigns (R4.7m), Business games (R2.8m) and staff support costs (R16m).

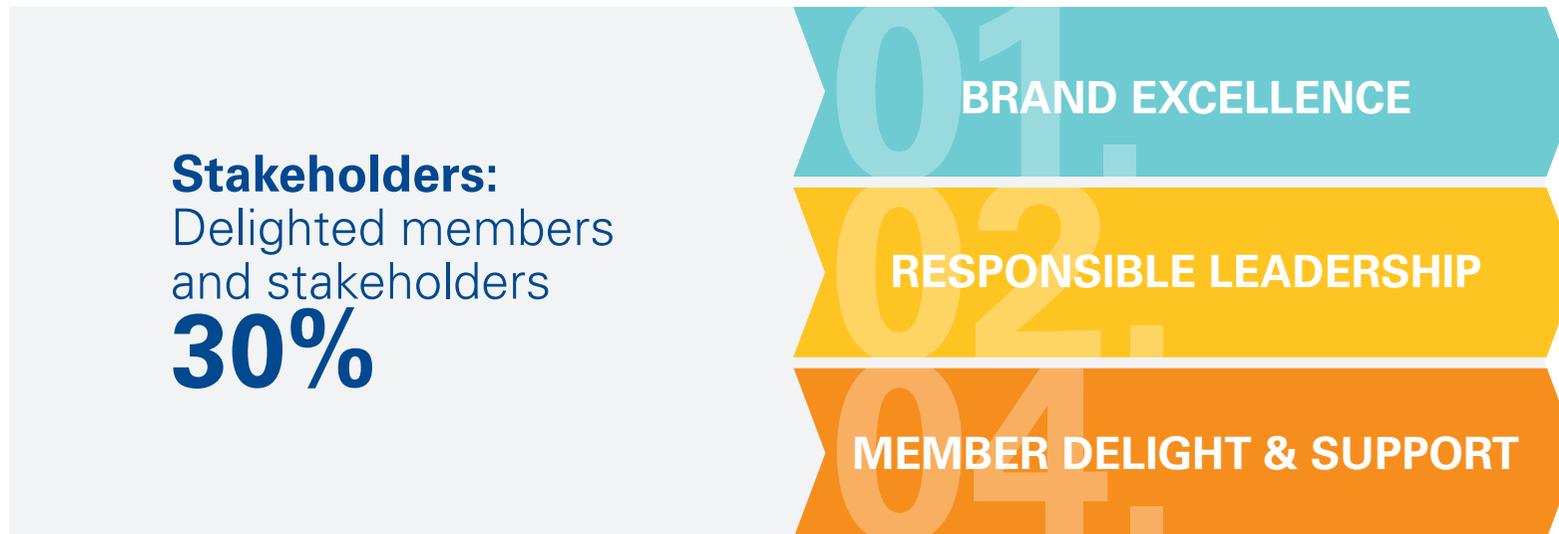
#### Exams

This provides for the setting, marking and adjudication of the ITC and APC exams. Professional development unit also ensures the relevance and quality. These are self-funding initiatives. New initiatives amount to R0.8m for the mid-tier and Africa initiatives. The Capital Investment (CAPEX) budget of R1.5m is set aside for the APC e-Writing Pilot, which will provide students the ability to write exams electronically.

#### Trainees

The objective is to improve quality of the training office accreditation, monitoring and supporting. These are also self-funding initiatives. The Capital Investment (CAPEX) budget of R0.25m is to enhance the usability of TCMS for a better user experience.

Part 02: Members & Global Alliances

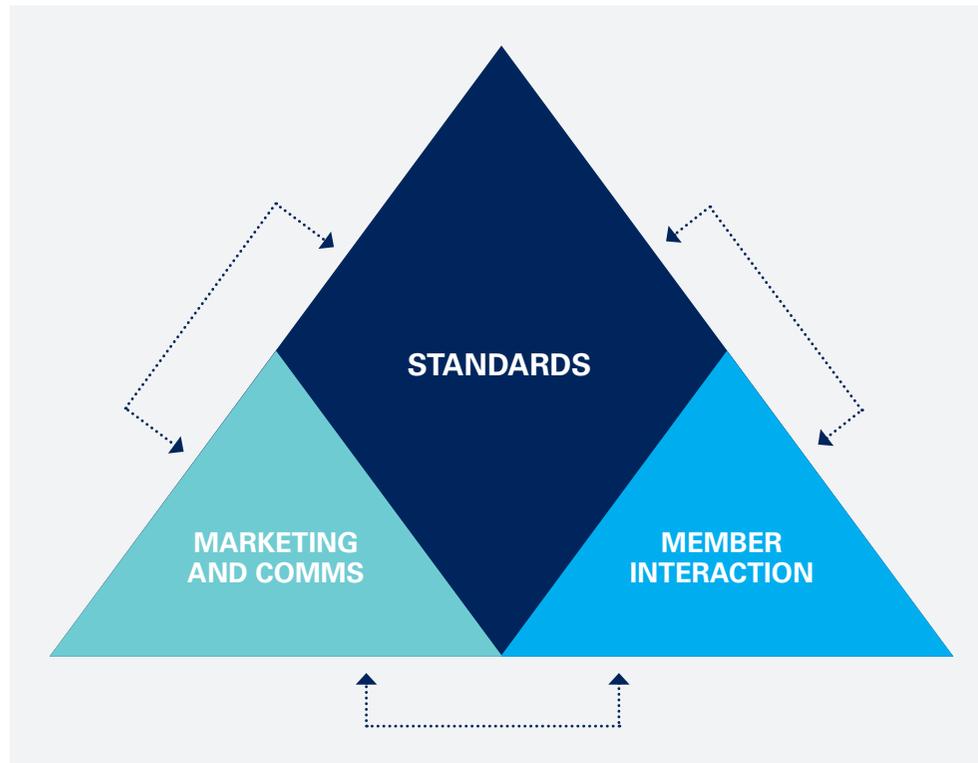


The overall objective is to enhance the value of membership through brand excellence, responsible leadership and member support. Brand excellence gives members what they need and want to enhance the value of the CA (SA) brand. In addition, responsible leadership allows members to play a role in South Africa, within the African continent and where appropriate globally, including working with Government to address

economic and social issues. Member delight will result in the development and delivery of relevant and high quality products and services that create a high level of delight amongst our members. There is a move away from providing a “wide range” of products to “all” sectors of the membership and an increased focus on the provision of high quality relevant products and services.

### BUDGETED INVESTMENT IN DELIVERY

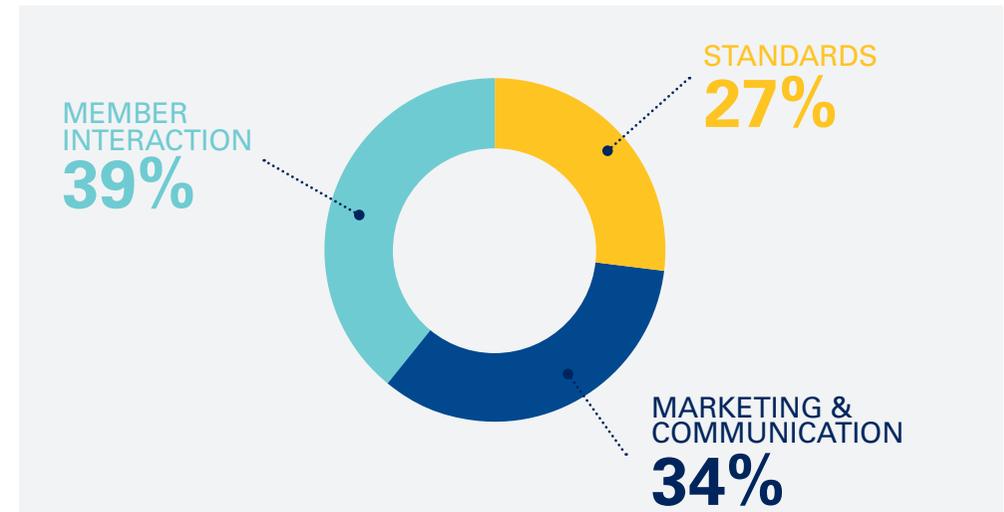
The fundamental premise underpinning the budget is that of alignment of the budget to effective delivery of the member delight.



The following divisions will be instrumental in delivery of the value proposition to members: Member Services, Standards and Communications & Marketing. The “Know Your Member” campaign, aimed at ensuring the integrity of the Membership database, is one of the key initiatives and will assist in providing intelligence for relevant delivery.

### OPERATING BUDGET

The total investment in operations to ensure delivery is R61.6m. The graph below indicates the proportion of the investment as per the relevant area.



#### Member Initiatives (services & delivery)

The total investment is R24.0m. These initiatives are targeted towards understanding our members and their needs, assessing the validity of those needs and delivery of the required products and services using the best channels identified to reach our members.

Included in the above numbers are costs related to 3 Regions, Small Practices and Members in Business totaling R19.5m. In addition, we have budgeted for International Members in the UK, Australia and Bermuda of R2.6m.

#### Standards

The total investment of R21.4m is utilised to ensure that we enhance the relevance

# 03. DETAILED BUDGET

## OVERVIEW OF THE 2015 BUDGET

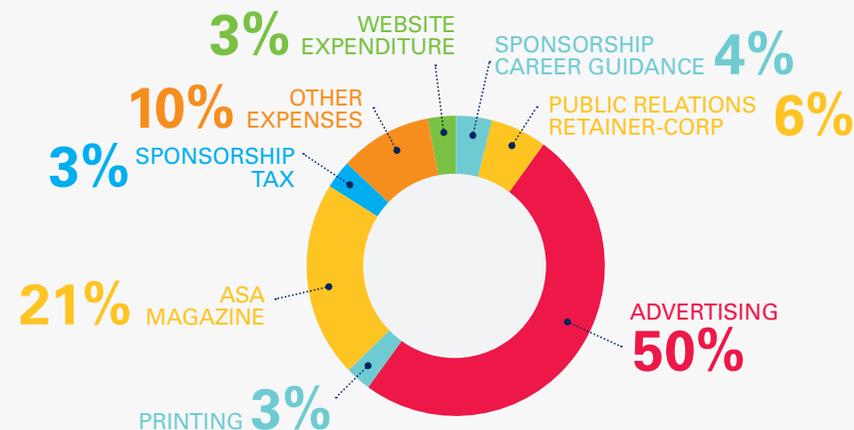
of the CA (SA) brand in the market place through research and development of relevant leading products and services. This is further supported by documenting and understanding the future environment through influencing new developments in technical standards (reporting and tax), ensuring that we keep the CA (SA) brand relevant.

### Communications & Marketing

The total investment of R23.6m is made to bring the CA (SA) brand to life through innovative communication and marketing of the intellectual capital of SAICA for the benefit of its members. Campaigns are focused to enhance the awareness of the CA brand in the market place and to maintain the current perception of the skills value proposition of members.

Total marketing costs of R19m and R3m are budgeted for members' interactions and transformation initiatives respectively. These costs are for campaigns and promotions as outlined below.

### MARKETING

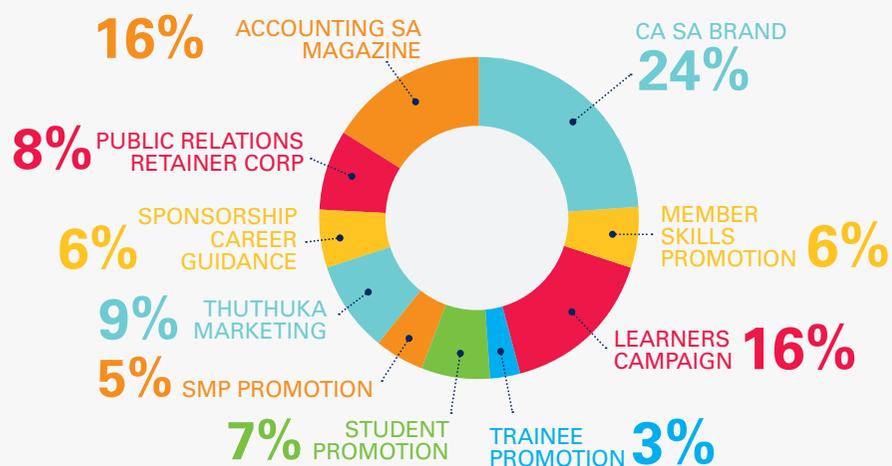


New initiatives include "Digitisation" – this reflects our members at the centre of all electronic media and ensures that communication is relevant, timeous and in an easily acceptable format.

### SAICA MARKETING STRATEGY MAP

ORGANISATION	SUSTAINABILITY	DELIGHTED MEMBERS	GROWTH	EFFICIENCIES
Enhance internal communication	Source sponsorship Communicate the value of SAICA Promote specific products and services as well as seminars and events	Source sponsorship Communicate the value of SAICA Promote specific products and services as well as seminars and events	Build the CA(SA) brand Demonstrate the leadership of CASA Protect the CA(SA) brand IMEC communication YCAN communication Membership awards	Digitize SAICA Revamp the website Upgrade SAICA communication strategy

### MARKETING & COMMUNICATION ADVERTISING COSTS



Part 03: Corporate Services



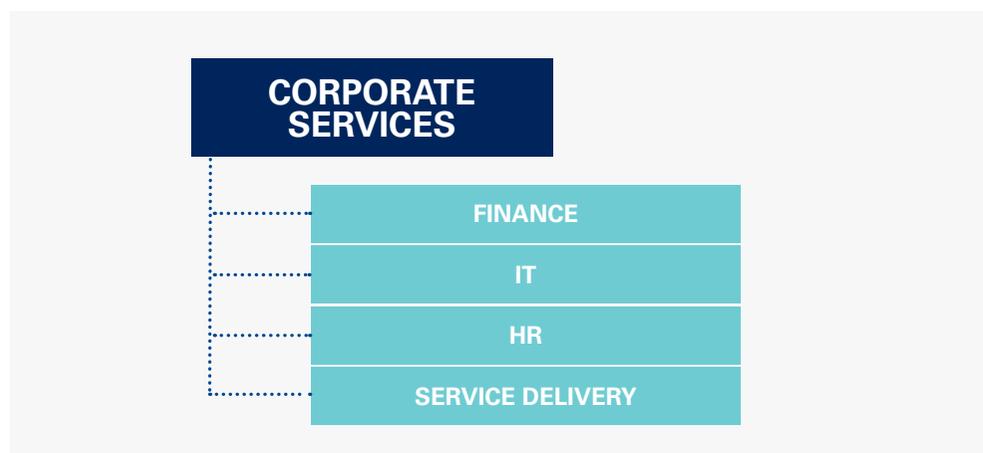
# 03. DETAILED BUDGET

## OVERVIEW OF THE 2015 BUDGET

The objectives of Business Support Services are the following:

- Enhance efficiencies that bring about sustainable value to the member (i.e. member delight) and stakeholder experience;
- To nurture a highly competent and committed talent capable of high performance
- To ensure that all staff embrace a values based work environment

### BUDGETED INVESTMENT



Corporate Services	Revenue	Admin	Other	Cost of Employment (#1)	Total	Overall percentage increase / decrease of costs excluding Cost of Employment
Facilities	(16 789)	5 702	17 951	1 130	24 784	-2%
IT		1 393	6 662	8 389	16 443	10%
Call Centre		4	75	2 589	2 669	20%
Human Resources		1 038	3 707	9 487	14 233	15%
Finance		157	16 027	8 219	24 403	-9%
<b>Total</b>	<b>(16 789)</b>	<b>8 294</b>	<b>44 422</b>	<b>29 815</b>	<b>82 531</b>	

### Facilities

Major cost drivers within the facilities unit are electricity and water on which a 15% increase was budgeted for in line with the proposed Eskom and City Council increases - this amounts to R 1.8m. In addition maintenance contracts for the two buildings are budgeted at R2.2m. We will be managing these costs to ensure that the best value is obtained.

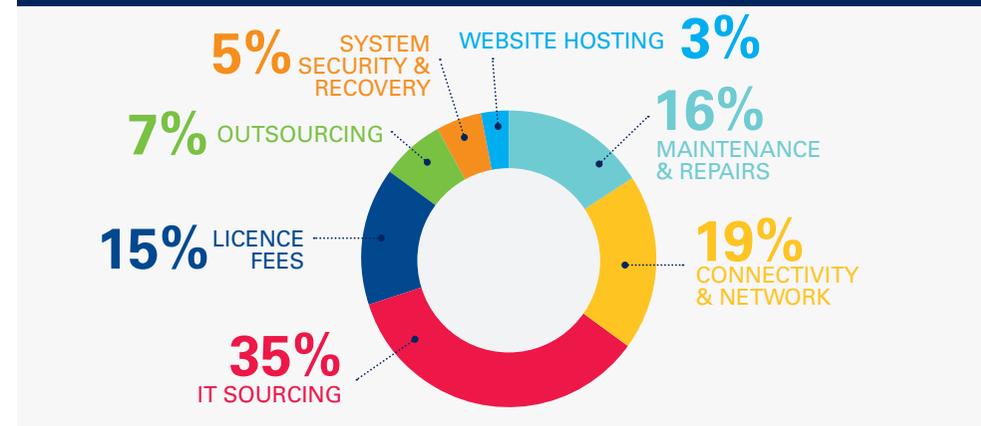
The Capital Investment (CAPEX) budget is R1.5m - R0.6m will be on building, this will be for the freshwater tanks at Building 1 (R0.275m) and the security enhancements (R 0.325m), R0.5m in respect of furniture and fittings and R0.4m for a new vehicle.

### IT

Budgeted investment in technology for operations amounts R8.2m. Licences fees amount to R1.2m, Network and connectivity costs R1.6m, website hosting R0.2m, system security & recovery R0.4m, maintenance and repairs R1.3m and IT outsourcing R3.5m (costs will reduce due to the 3 developers being appointed on a full time basis)

The Capital Investment (CAPEX) budget totals R 12.05m and details thereof are provided for under the CAPEX section.

### TECHNOLOGY



## 03. DETAILED BUDGET OVERVIEW OF THE 2015 BUDGET

### Call Centre

This area has budgeted for a total cost of R2.7m – this translates to an increase of 20% (R0.282m).

### Human Capital

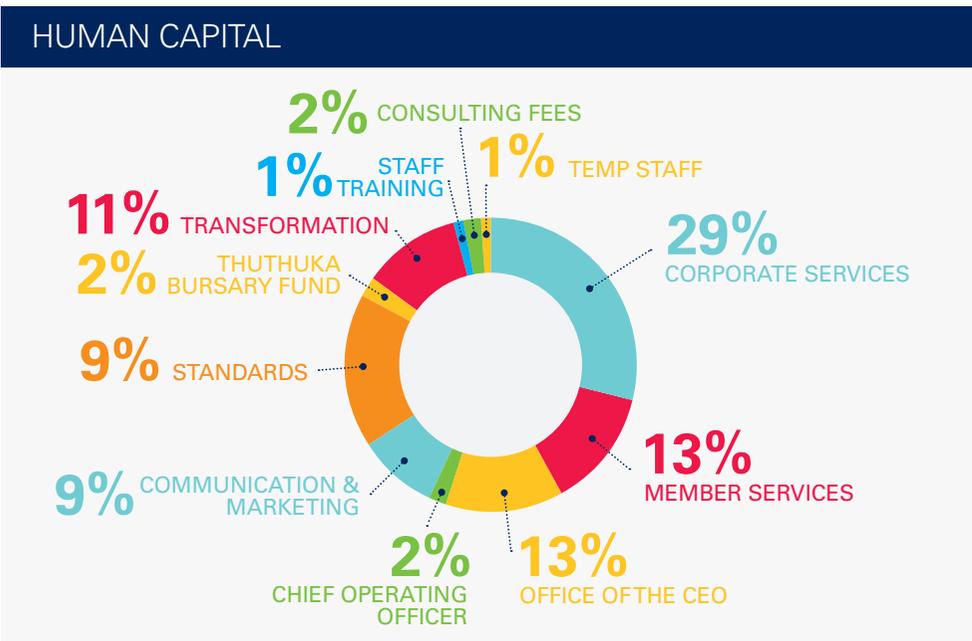
Staff costs increased by 10.71% for 2015 from 2014 budget. There was a salary inflationary (7.20%) increase provided for as approved by the Finance Committee (FINCO). In addition 7 new positions were created and 12 vacant positions will be filled during the 2015 year (these were frozen during 2014). These positions (new and vacant) were discussed and agreed to by Manco. Bonuses have not been budgeted for and payment thereof will be dependent on the performance of SAICA as determined by the Board.

Staff Costs	Amount	Overall Percentage increase / decrease of Costs
Corporate Services	31 416	52.99%
Member Services	16 247	36.17%
Office of CEO	13 246	-2.30%
Communication & Marketing	9 408	12.45%
Standards	17 690	11.14%
Thuthuka Bursary Fund	2 084	7.20%
Transformation	10 866	6.63%
Staff Training	1 192	20.43%
CONSULTING FEES	2 142	-61.00%
Temp Staff	1 356	-9.27%
<b>Total</b>	<b>105 648</b>	<b>10.71%</b>

### CORPORATE SERVICES

#### IT

Staff cost amounts to R8.3m which represents an increase of 31% over 2014 projected actuals - this is due to a 7.2% increase in respect of current staff and the remainder relates to the filling of 4 vacant positions. It must be noted that 3 of the positions are for Developers and the other position is for the IT Governance Manager. The IT department will then be able to reduce the reliance on outside consultants for support in respect of the various platforms.



## 03. DETAILED BUDGET

### OVERVIEW OF THE 2015 BUDGET

#### Human resources

Staff cost amounts to R7.3m, this is due to a 7.2% increase on current positions. In addition this includes an increase for leave provision as per the budget for 2015 at R2.5m for new and vacant positions. Other statutory employer cost of (R1.9m) is allocated for UIF, Skills levy and Workmen's Compensation.

It must be noted that the human resource impact of the proposed re-organisation intended for urgent new senior executive roles, to provide enhanced services to members will amount to R4.5m. This will be an additional human resource cost which will reduce the 2015 budgeted surplus to R1.6m. Furthermore it is envisaged that an additional R3.0m for new roles in nation building portfolio and an estimated R4.0m for competency based adjustments will be budgeted for in 2016.

#### Finance

Staff cost amount to R8.2m which equates to an increase of 30% over 2014 projected actuals. This is due to 7.2% increase on current staff, vacancies (2) and new positions (4 – 1 Senior and 3 junior) which have been identified as outcomes of the Finance Optimisation Project. The new positions are to strengthen the management reporting function, procurement and processing function within the department. These additional resources will enable more accurate and timeous reporting to Management and the Governance structures. Furthermore, the Finance Optimisation Project reflected that the low level of staff retention was due to the fact that the finance team was not adequately staffed.

As per the Finance Optimisation Project – in line with the strategic initiatives - we will be conducting further training with staff (R0.050m) Due to the delayed finalization of the 2014 scorecards and personal development plans, staff will still be completing the professional development plan setup in 2014, during 2015.

#### Membership

Staff cost amount to R1.8m. One vacant position will be filled.

#### MEMBER SERVICES

Staff cost increase are in line with 7.2% increase.

#### OFFICE OF THE CEO

Staff cost increased by 7.2% on current staff costs. In addition the reduction is due to prior numbers including a Senior Executive who is retiring at the end of 2014.

#### COMMUNICATION & MARKETING

Staff cost amount to R9.4m which is a 12.45% increase. This is due to the 7.2% increase on current staff. In addition a vacant position will be filled.

#### STANDARDS

Staff cost amount to R17.7m which is an 11.14% increase. This is due to the 7.2% increase on current staff. In addition a vacant position will be filled.

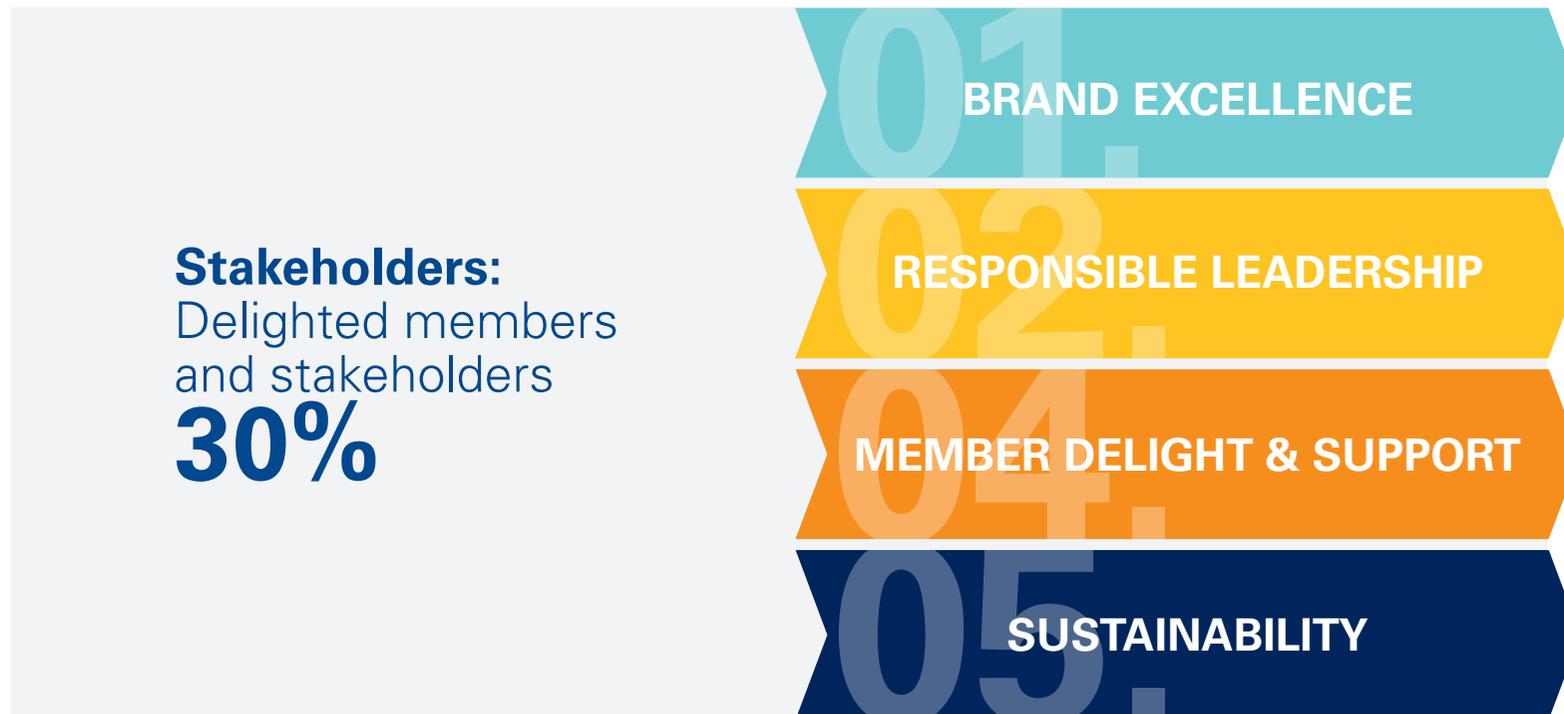
#### STAFF TRAINING

To nurture highly competent and committed talent capable of high performance SAICA has invested R1.2m (20.43% increase) in to training staff. The reduction of the Skills levy receivable and the commitment to train staff have resulted in this cost increasing above CPIX. We will be working and training our MANCO team next year to improve skills required to operate at the expected competency levels stipulated by the remuneration policy.

#### CONSULTING FEES

Fewer consultants will be used due to the increase in staff.

Part 04: Executive Support Services



## 03. DETAILED BUDGET

### OVERVIEW OF THE 2015 BUDGET

Office of CEO	Admin	Other	Cost of Employment	Total	Overall percentage increase / decrease of costs
Discipline	718	500	0	1 218	227%
Legal & Governance	2 667	330	3 730	6 727	55%
Strategy & Thought Leadership	121	2 693	2 985	5 798	95%
<b>Total</b>	<b>3 506</b>	<b>3 523</b>	<b>6 714</b>	<b>13 743</b>	

#### DISCIPLINE

The key focus of this area will be to restore the operations of the SAICA disciplinary function which was not adequate.

#### LEGAL & GOVERNANCE

The Legal and Governance division is required to fulfill certain critical functions within SAICA as part of the structural support component of the organisation. In this regard,

the Legal and Governance division, as a division which is in a transitional phase, is in the process of restructuring its focus to ensure that legal service is provided to the SAICA's divisions and stakeholders. Objectives for the year 2015 include complete and effective alignment of SAICA to King III Principles, development of a Governance Manual and Framework and finally providing an effective secretariat service to the Board and various Board Committees. The Administration expenses of R2.667m represents an increase of 52% (R0.91m) over 2014 budget and includes legal fees of R1.5m, Board/Committee travel and accommodation of R0.814m. The increase in staff costs represents a filling of a vacancy and an additional resource within legal.

#### STRATEGY, RISK ASSURANCE & THOUGHT LEADERSHIP (RESEARCH)

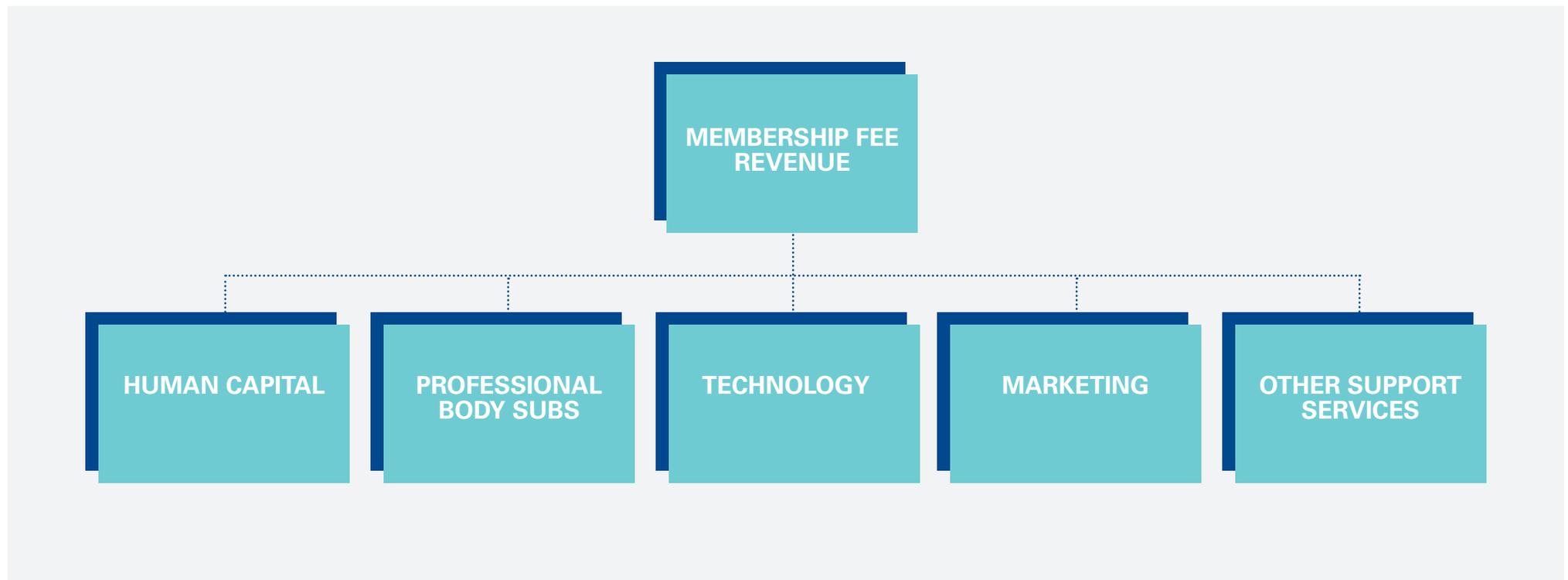
The primary objective is to facilitate strategy formulation based on credible information and provide assurance and insight into the progress made for its effective implementation. These include

- developing mechanisms for the monitoring and assurance of critical business information
- provide support to optimise performance information and research by business and stakeholders (R1.088m)
- entity wide internal control self-assessment (R0.25m).
- Internal audit fees (R1.4m) has been reallocated from finance as this will now be monitored by Risk assurance

# SUSTAINABILITY

Membership revenue, reflected under Corporate Services, is the major revenue source, contributing 78% to the total budgeted revenue. As approved by the Finance Committee (Finco), the budgeted membership fee was increased by 8.2%.

## Internally generated revenue and application thereof



## 03. DETAILED BUDGET

### SUSTAINABILITY

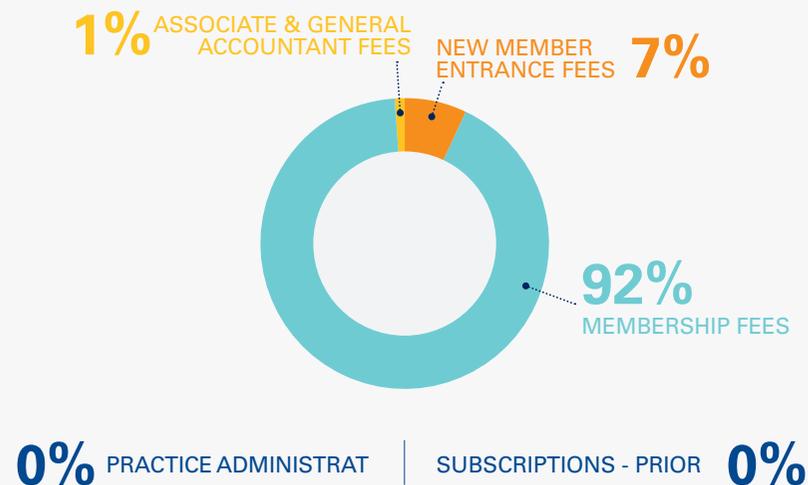
	R'000s
<b>Revenue</b>	<b>(210 214)</b>
Cost of Employment	100 688
Professional Subscription	7 015
IT	8 177
Marketing	17 448
Other Support Services	75 237
<b>NET SURPLUS</b>	<b>(1649)</b>

Membership fee per member was increased by 8.2% to R4816 (VAT excl.), an additional R365 on the prior year's amount. The increase of 6.2% (R276) is used to fund the above listed operations of SAICA resulting in a budgeted surplus of R6.1m for the year ended 31 December 2015. The remaining increase of 2% (R89) is allocated to Thuthuka Bursary Fund to be used to fund the transformation initiatives as carried out through the Thuthuka Programme.

### MEMBERSHIP REVENUE

Budgeted membership revenue grew by 15%. This is due to the inflationary increase and the increase in the number of members budgeted for over and above the previous years'.

### MEMBERSHIP



#### New member entrance fees

The total revenue budgeted is R11.5m, which represents an increase of 25% (R2.3m). This is primarily due to two factors, the increase in anticipated numbers (2140 new members) and the inflationary increase of 8% (R400) applied to this budget. Entrance fees were fixed at R5000 for the past few years and this is the first increase that has been applied since 2005. The increase in anticipated membership numbers, 2140 as compared to 1850 in prior years can be attributed to the additional exams sittings that were introduced as a transitional arrangement to the new qualifying exam structure coming up.

### Membership fees

The total membership fee revenue budgeted is R166.8M which represents an increase of 13% (R19.0m) over 2014. New members of 2140 account for R10.3m of the revenue increase. In addition, current members had an 8.2% (R365) increase, with 2% (R89) going to the Thuthuka Bursary Fund, resulting in a net effective increase in revenue by 6.2% (R276).

There will be a further R2.1m membership fees from members of the Associate & General Accountant (AGA (SA)).

### APPLICATION OF MEMBERSHIP GENERATED REVENUE

Revenue generated from membership fees is used mainly for the funding of the Institute's internal operations as carried out by the Business Support Services (Part 3 focus area). The key areas for which the revenue is applied are outlined below:

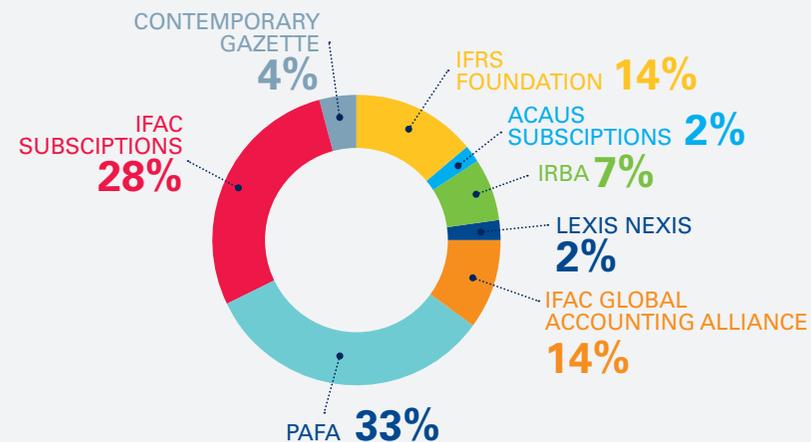
#### Human Capital

61% of the revenue generated is allocated to funding human capital costs as per the detailed divisional breakdown outlined in Business Support Services section.

#### Professional Associations

Total budgeted cost for professional association subscriptions amounts to R7m for the year. The bulk of the increase is attributable to the change in the IFAC fee structure, which is now based on the SAICA Group revenue as opposed to only membership fees as was the case in prior periods. In addition, the foreign exchange exposure also contributes to the increase.

### PROFESSIONAL BODY SUBS



#### Technology

Budgeted investment in technology, as explained in detail under the Business Support Services section, is also funded through revenue from member subscriptions.

#### Marketing

Marketing costs are budgeted for the support of various initiatives across the various focus areas of the Institute.

#### Other Support Services

Other support services funded by member subscriptions revenue include various costs required for the effective operations of the Institute as outlined below:

# 03. DETAILED BUDGET

## SUSTAINABILITY

### Local Travel -15%

The local travel cost totals R4.7m for the year. The main travels are:

- Transformation – budgeted spend R2.3m. This is for the strategic initiatives that the transformation team is involved in, these are school visits and the transporting of learners to the school camps.
- Member Services – budgeted spend R1.4m. This is for visits to the regions and travel for regional meetings.
- Standards – budgeted spend R0.5m. This is for travel of various project teams and committees

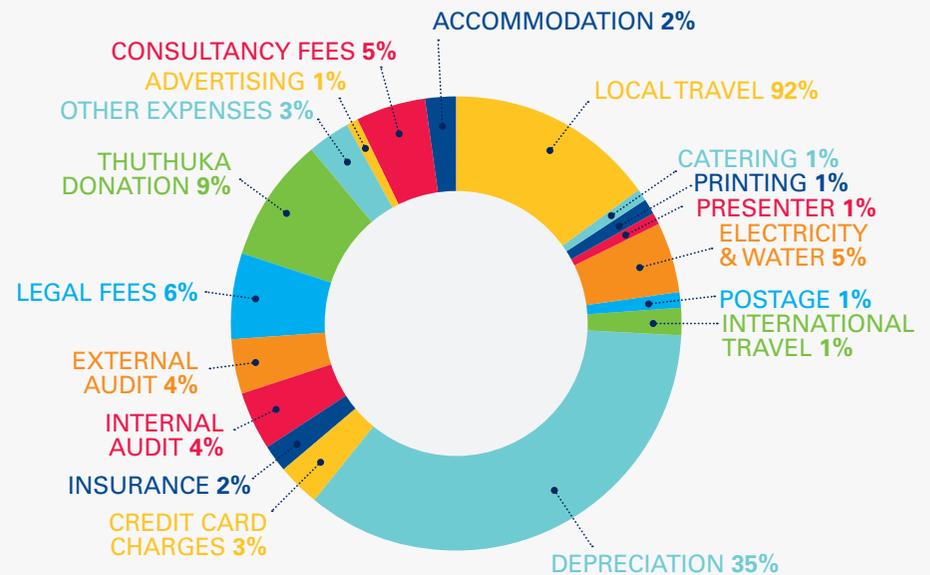
### Depreciation – 35%

The total budget spend for the year is R12.0m. This is depreciation on fixed assets provided for on a straight-line basis, which will reduce the carrying value of the assets to their residual values at the end of their useful lives. Ranging from 3-5 years on movable property and 5-20 years on immovable property.

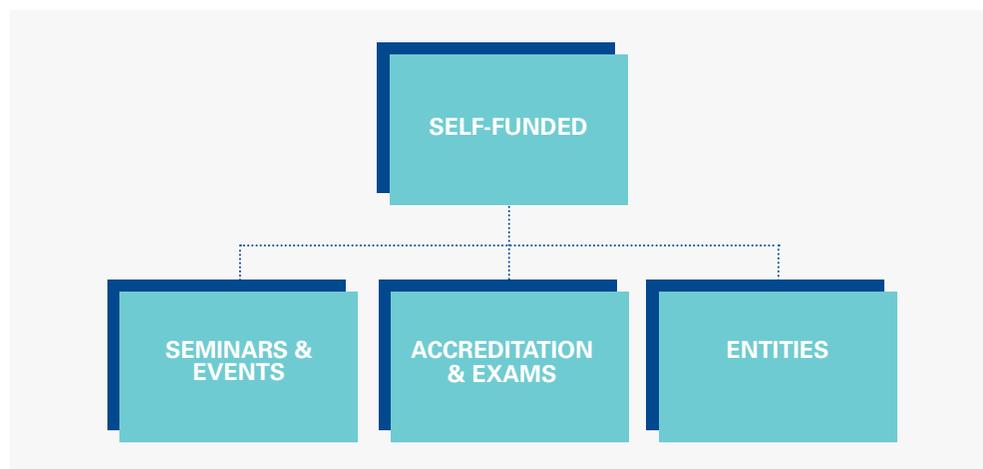
### Legal fees – 6%

The total budget spend for the year is R1.9m.

### OTHER EXPENSES



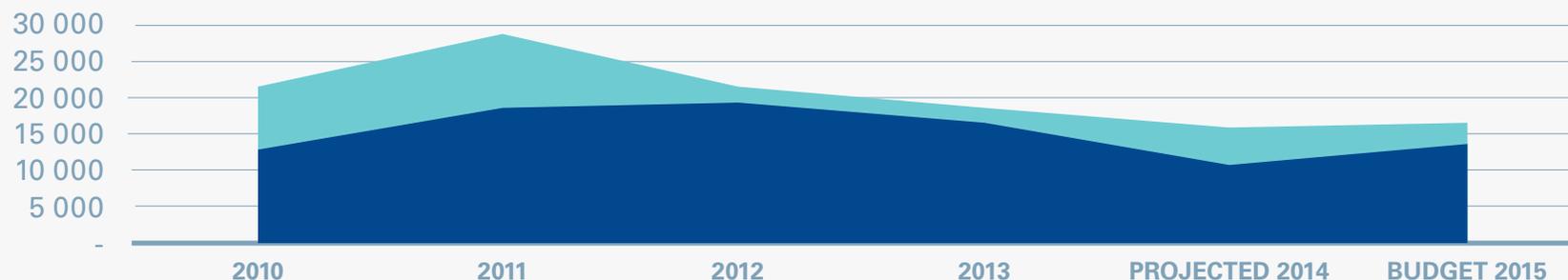
## Externally generated revenue (self-funded initiatives)



### SEMINARS & EVENTS

Budgeted membership revenue grew by 15%. This is due to the inflationary increase and the increase in the number of members budgeted for over and above the previous years'.

### SERVICE DELIVERY



	2010	2011	2012	2013	PROJECTED 2014	BUDGET 2015
REVENUE	21 174	28 067	22 763	19 330	16 409	16 789
DIRECT EXPENSES	13 127	18 329	19 099	16 460	10 368	14 428

## 03. DETAILED BUDGET

### SUSTAINABILITY

The 2014 financial year has been financially challenging due to the declining demand for SAICA's product offerings. As a result of the tight financial position, the 2015 budget had to be prepared taking into consideration the financial constraints. Direct costs are allocated against seminars' revenue which result in a break even or minimal profit. If other operating costs and staff costs were allocated, this initiative would operate at a loss.

The overall budget approach for the 2015 year was zero based. Activity based budgeting was applied, with managers having to identify and cost planned activities for the coming year ahead. Identification of offerings is based on the strategy, both long and short term. However management is acutely aware that the market place is changing and delivery models that have succeeded in the past are no longer as viable. To better understand the changing environment, management conducted research into why members are no longer attending SAICA seminars. This information, together

with other intelligence received, was used to inform delivery models which would be more competitive and provide for convenient learning for members. The current budget has included the pilot of new delivery models during the coming year. At the same time we will be looking to develop a more competitive model for the future.

### PROFESSIONAL DEVELOPMENT

This area is almost self-funding and is focused on the university, SAICA assessment structures and the training offices. It includes the following:

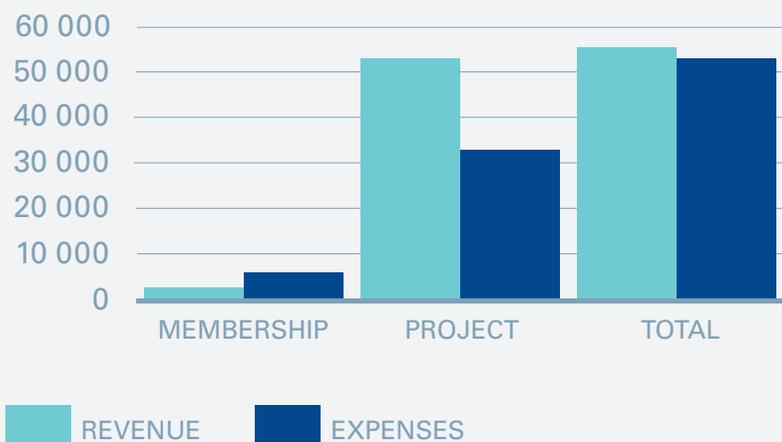
- Ongoing review of the competency framework
- New and existing accreditation visits (R0.455m)
- Setting, marking and adjudication of ITC and APC
- Improve the quality of the training office accreditation, monitoring and support.

Professional Development	Revenue	Admin	Other	Cost of Employment	Total
Education	-	782	565	2 628	3 975
Examinations	(18 393)	3 166	12 806	2 145	(276)
Training	(9 543)	894	2 843	2 840	(2 966)
<b>Total</b>	<b>(27 936)</b>	<b>4 842</b>	<b>16 214</b>	<b>7 613</b>	<b>733</b>

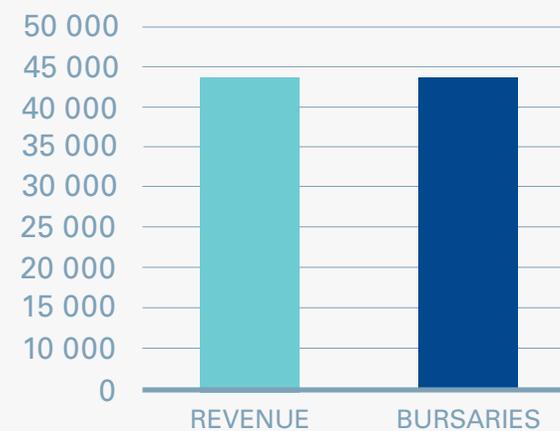
### ENTITIES

	AAT(SA) Membership	AAT(SA) Projects	AAT(SA) Total	TBF	TEUF	THF	Total
Revenue	(3 245)	(53 660)	<b>(56 904)</b>	(48 022)	(149 213)	(18 339)	(272 478)
Admin Expenses	902		<b>902</b>				902
Other Expenses	2 420	48 556	<b>50 976</b>	48 022	149 213	36 742	284 953
Cost of Employment	4 300		<b>4 300</b>				4 300
<b>Surplus / Deficit</b>	<b>4 377</b>	<b>(5 104)</b>	<b>(726)</b>	<b>0</b>	<b>0</b>	<b>18 403</b>	<b>17 677</b>

#### AAT(SA)



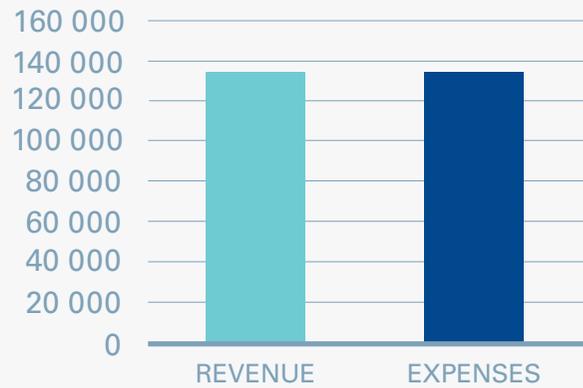
#### THUTHUKA BURSARY FUND



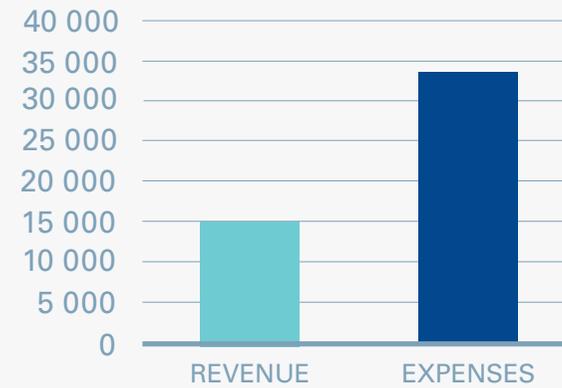
# 03. DETAILED BUDGET

## SUSTAINABILITY

### THUTHUKA EDUCATION UPLIFTMENT FUND (TEUF)



### THE HOPE FACTORY



# CAPITAL EXPENDITURE BUDGET

The Capital expenditure budget indicated has been approved by Manco and strategically prioritised to support the strategy of the organisation.

A Capital Investment (CAPEX) budget of R7m is geared to support the member interaction strategy of the organisation. This facilitates the “Digitisation” and “Know Your Member” initiatives. The “Digitisation” investment amounts to R4m – this is to revamp our website to be device agnostic (complying with current technologies) and upgrading the website to enhance user experiences. The “Know Your Member” investment will be R3m – this amount is largely for the upgrading of iMIS (our membership database) which will provide accurate, reliable and relevant information. The Capital Investment (CAPEX) budget of R0.5m is provided for as part of the Finance Optimization project to enhance the current Microsoft Dynamics GP2013, to ensure that management is provided with reports to effectively manage the business units and more control around efficient and effective procurement. An additional amount of R0.7m has also been allocated for the Members Services optimization project. Capital budget has also been allocated for the maintenance of current projects in progress. An amount of R0.25m has been budgeted for software in respect of the TCMS system. The pilot system for APC e-writing has been allocated a budget of R1.5m

Human Resources will be working on enhancing the use of Sage VIP payroll system so that we would complete performance contracts and track performances (R0.3m). This is to ensure that we work on one system for payroll and HR.

In addition, capital investment has also been allocated to the IT department to ensure that the IT infrastructure is able to support the operations of the Institute optimally. To that effect, capital expenditure budget of R 1.5m and R0.2m has been allocated for hardware and software acquisitions respectively.

Capital Investments (CAPEX)	Amount R'000
Digitisation	4 250
KnowYour Member	3 400
Finance Optimisation	500
Member Services Optimisation	700
APC eWriting Pilot	1 500
TCM System	250
VIP Enhancements	300
Software for Team Foundation Server	200
Computer hardware	1 500
<b>Subtotal - Information Technology</b>	<b>12 600</b>
Buidling improvements	570
Furniture & fittings	500
Vehicle	450
<b>Subtotal - Facilities Management</b>	<b>1 520</b>
<b>TOTAL</b>	<b>14 120</b>

# BALANCED SCORECARD 2015

KRA	OBJECTIVE	MEASUREMENT	TRACKING SOURCE	INITIATIVE
<b>FINANCE / SUSTAINABILITY</b>				
Ensure long term sustainability of SAICA	To optimise the level of financial capital that will enable SAICA to effectively and efficiently run its operations and implement its strategy	Financial critical ratio's	Management Accounts, Statement of Financial Position and Statement of Financial Performance	Assess reasonable amount of interest to take to reserves in 2015 and ongoing cost saving efficiencies
<b>STAKEHOLDERS</b>				
Volume growth	To grow the membership of SAICA	1% of eligible members (new and members who resigned) taking up membership	Imis report and management accounts	Develop database of membership attrition
	To grow the number of members in line with transformational targets	% improvement in number of eligible members converting to full members in line with transformation targets	Overall and Thuthuka bursary fund report for undergraduate, postgraduate and QE and PPE results	Academic support initiatives for the pipeline
	Professionalising the accountancy sector	Feedback from stakeholder	MSi and stakeholder plan	Evaluate the impact of ROSC in relation to the mid tier

## 04. BALANCED SCORE CARD

NOT ACHIEVED = 1	PARTIALLY ACHIEVED = 2	(TARGET) ACHIEVED = 3	STRETCH = 4	EXCEEDING STRETCH = 5	WEIGHT	STRATEGIC PILLAR	IR DASHBOARD CAPITALS
					10%		
These targets are based on actual past trends.					10%	Responsible leadership, sustainability	Financial capital
					50%		
These targets are based on actual past trends.					10%	Transformation & Growth, Sustainability and Responsible Leadership	Physical, Intellectual
These targets are based on actual past trends.					5%	Transformation & Growth, Sustainability and Responsible Leadership	Physical, Intellectual
Measures to be determined based on results of evaluation and milestones should it reveal that we need to go ahead with MidTier					5%	Transformation & Growth, Sustainability and Responsible Leadership	Physical, Intellectual

## 04. BALANCED SCORE CARD

KRA	OBJECTIVE	MEASUREMENT	TRACKING SOURCE	INITIATIVE
Delighted members and stakeholders	To give members and stakeholders what they need and want to enable them to enhance the value of the CA(SA) brand	SAICA MSi overall score (Satisfaction index including delight) for both local and international members	Overall international member satisfaction index survey	Service driver enhancement and IMEC Strategy
			Overall local member satisfaction index survey	Service driver enhancement
		Eliminate complaints	Call management system	"Tailor the call management system (IT) to accommodate multiple channels of input Establish base line
		Strength of CA(SA) brand in the market place	Unprompted perception/ awareness of CA(SA) brand strength	CA(SA) Brand Promotion Plan
			Results of brand survey for most admired brand	CA(SA) Brand Promotion Plan
	Measure of success, effectiveness and impact of stakeholder engagement per the AS1000 standard on stakeholder engagement	Stakeholder engagement plan indice; consolidated member committee satisfaction index.	Stakeholder plan	

## 04. BALANCED SCORE CARD

NOT ACHIEVED = 1	PARTIALLY ACHIEVED = 2	(TARGET) ACHIEVED = 3	STRETCH = 4	EXCEEDING STRETCH = 5	WEIGHT	STRATEGIC PILLAR	IR DASHBOARD CAPITALS
<58% (satisfaction including delight)	58% -71%	72% -75 %	76%-81%	>81%	5%	Member satisfaction & delight	Intellectual
<70% (satisfaction including delight)	70%-85%	86%-88%	89%-92%	>92%	5%	Member satisfaction & delight	Intellectual
These targets are based on actual past trends					5%	Member satisfaction & delight	Intellectual
>30%	30-42%	43%-45%	46-50%	>50%	5%	Brand Excellence, members staisfaction & delight, responsible leadership, transformation & Growth and sustainability	Intellectual
<50%	50-61%	62%-65%	66-70%	>70%	5%	Brand Excellence, members staisfaction & delight, responsible leadership, transformation & Growth and sustainability	Intellectual
<70%	70-79%	80-89%	90-91%	100%	5%	Brand Excellence, members staisfaction & delight, responsible leadership, transformation & Growth and sustainability	Intellectual

## 04. BALANCED SCORE CARD

KRA	OBJECTIVE	MEASUREMENT	TRACKING SOURCE	INITIATIVE
<b>INTERNAL BUSINESS PROCESSES</b>				
Enhance efficiencies that bring about sustainable value to the customer / member experience	Maintain and enhance appropriate business processes to optimise delivery across the organisation	Achieved level of implementation of finance and products and services business processes	Project milestones within time, cost, quality, scope	Project plan-Member services & data and finance
<b>ORGANISATION AND LEARNING</b>				
High quality performance	To nurture highly competent and committed talent capable of high performance using appropriate resources, teamwork, innovation and demonstrate responsible leadership	Level or extent of adherence to defined standard	SAICA Capability Maturity Index (CMI) (for priority projects as agreed by MANCO)	Skills evaluation
Highly motivated and engaged staff	For all staff to embrace a values based work environment which is conducive to the development and recognition of staff to deliver at the highest level	Employee engagement index	Employee engagement survey	Communication plan
<b>TOTAL</b>				

## 04. BALANCED SCORE CARD

NOT ACHIEVED = 1	PARTIALLY ACHIEVED = 2	(TARGET) ACHIEVED = 3	STRETCH = 4	EXCEEDING STRETCH = 5	WEIGHT	STRATEGIC PILLAR	IR DASHBOARD CAPITALS
					20%		
Achieved level of implementation of finance and member database processes					20%	Sustainability	Physical, Intellectual, Human, Manufactured
					20%		
CMi =1 (Regression)	CMi<3 (Stayed the same-no progress)	CMi = 3	Not applicable	Not applicable	10%	Values, Member satisfaction & Delight, Sustainability, Responsible Leadership	Human, Intellectual
<68%	68%-72%	73%-75%	76%-81%	>81%	10%	Sustainability & Responsible Leadership	Human, Intellectual
					100%		

# DIVISIONAL BALANCED SCORE CARD 2015

NON NEGOTIABLE	BUSINESS MODEL PHASE	DESCRIPTION	TRANSFORMATION, GROWTH	PROFESSIONAL DEVELOPMENT	STANDARDS	MEMBER INTERACTION	MARKETING
Adherence to the code of professional conduct inline with ethical norms and our values	Needs / Profile	Maintain an up to date needs / profile database	Understand and document the Stakeholders needs and workings	Understand and document the Stakeholders needs and workings	Document and Understand future horizon to prepare and equip members and influence stakeholders on new developments	Document the needs of all members that have been confirm for validity	Document future horizon on marketing and communication techniques, platforms and trends
			Document the needs of students, trainees, VC's and training officers that has been confirm for validity	Document the needs of students, trainees, VC's and training officers that has been confirmed for validity	Document and evaluate Needs / Profile of the committees from a capability / level of objectivity / independence perspective	Document and evaluate Needs / Profile of the committees from a capability / level of objectivity / independence perspective	Document and evaluate Needs of how members and stakeholders wish to interact with SAICA from a marketing and communication perspective
			Document and evaluate Needs / Profile of the committees from a capability / level of objectivity / independence perspective	Document and evaluate Needs / Profile of the committees from a capability / level of objectivity / independence perspective	Understand and document the Stakeholders needs and workings	Regional : Understand and document the Stakeholders needs and workings	Document user needs analysis and advise on the best platform to achieve maximum impact
			Document and Understand future horizon impact on pipeline growth and transformation	Document and Understand current as well as the future horizon so as to assess the impact on pipeline growth and professional development so as to maintain the relevance and quality of the CA(SA) qualification		Document and design procedures to facilitate Timeliness and Accuracy of the member database	

# 05. DIVISIONAL BALANCED SCORE CARD

HR	SERVICE DELIVERY	FACILITIES	FINANCE	IT	LEGAL & GOVERNANCE	STRATEGY
Document and evaluate the need for performance excellence of all existing staff that have been confirmed for validity (performance based culture)	Document future horizon on delivery of seminar, events and learning intervention techniques, platforms and trends	Document and understand the needs of the stakeholder and users of facilities in line with professional standards	Document the requirements for a payments system that will assist in the allocation of funds and document the requirements of a finance system that will enable business in decision making	Document user requirements of interim and final systems in line with SAICA capabilities	Document and Understand future horizon to prepare and equip members and stakeholders on new developments	Document User and stakeholder needs analysis of performance information and dashboards - look at an interim manual solution
Document and evaluate needs of what is required from the business to deliver on its strategy from a Human Capital Perspective. (staffing needs and skills needs)	Document and evaluate Needs of how members and stakeholders wish to interact with SAICA from a learning and professional development perspective and advise on the best platform to achieve maximum impact	Document and maintain the upkeep of facilities	Document and evaluate Needs of how members and stakeholders wish to interact financially with us	Document policies and procedures for relevance, reliability, security, access and availability of IT	Evaluate the needs of the board and assist in aligning the board to best practice	Document and understand business processes and risks in support of business efficiency and maturity
Document policy requirements/gaps that will enable a performance based culture in line with the needs of staff and organisational values and the principles enshrined in B-BBEE codes		Document the norms of health, safety, security, value and image in all SAICA facilities	Document and maintain the financial management needs / patterns and trends of SAICA		Document and maintain the compliance status of members and internal (SAICA) including patterns and trends	Uniformity of research methodology to enhance validity and quality of information
			Document and design business enabling policies / procedures to facilitate completeness, Timeliness and Accuracy of the financial transactions including those enshrined in the B-BBEE Code			

# 05. DIVISIONAL BALANCED SCORE CARD

NON NEGOTIABLE	BUSINESS MODEL PHASE	DESCRIPTION	TRANSFORMATION, GROWTH	PROFESSIONAL DEVELOPMENT	STANDARDS	MEMBER INTERACTION	MARKETING
Adherence to the code of professional conduct inline with ethical norms and our values	Development and operations	Enhancing of the CA Brand	Develop and incubate stakeholder empowerment initiatives to achieve SAICA / Country transformation goals	Develop a plan and criteria for mutual accreditation with stakeholders locally and internationally where SAICA will have the biggest impact	Research and Development of relevant leading products and services for members and stakeholders		Position SAICA communication methods at the forefront of latest developments
			Enhance relationship with stakeholders to facilitate the delivery of SAICA / Country professional pipeline	Enhance relationship with stakeholders to facilitate the delivery of SAICA / Country professional pipeline	Use the committees as enablers in design, development and delivery of members needs	Use the committees as enablers in design, development and delivery of members needs	Develop strategy to execute relevant and efficient channels for marketing and communication to connect with members and stakeholders
			Use the committees as enablers in design, development and delivery of SAICA needs	Use the committees as enablers in design, development and delivery of SAICA needs	Collaborate with stakeholders in the delivery of member needs	Collaborate with stakeholders in the delivery of member needs	
			Maintain scenario plan of future pipeline and transformation of the profession	Maintain relevance and quality of the CA(SA) in line with emerging education standards and trends, through an annual reflection and update (report back to Manco) through development of an annual long term plan (road map)		Confirmation of development and delivery of services is in line with expectations	
						Confirmation that the entire member database mirrors reality	
			Maintain/Do business in line with SAICA's agreed B-BBEE principles	Maintain/Do business in line with SAICA's agreed B-BBEE principles	Maintain/Do business in line with SAICA's agreed B-BBEE principles	Maintain/Do business in line with SAICA's agreed B-BBEE principles	Maintain/Do business in line with SAICA's agreed B-BBEE principles
			Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.
			Integration with the development and maintenance of business processes supporting the digitisation of SAICA.	Integration with the development and maintenance of business processes supporting the digitisation of SAICA.	Integration with the development and maintenance of business processes supporting the digitisation of SAICA.	Integration with the development and maintenance of business processes supporting the digitisation of SAICA.	Integration with the development and maintenance of business processes supporting the digitisation of SAICA.

# 05. DIVISIONAL BALANCED SCORE CARD

HR	SERVICE DELIVERY	FACILITIES	FINANCE	IT	LEGAL & GOVERNANCE	STRATEGY
Re evaluate / Develop solutions (including a performance management solution) that will enable a performance based culture in line with the needs of staff and organisational values	Define / Design the nature of logistics and facilities to deliver products and services based on members and stakeholders preference, inline with professional standards	Maintain SAICA facilities inline with clearly defined professional standards in keeping with members and stakeholder needs	Develop and Implement Standard Operating Procedures (SOP) for payments	Develop / deliver interim and final systems that are easy to use and meet the expectations of users	Refresh and update all legal and governance policies - and include policy on protection of Intellectual property	Develop relevant dashboards to monitor critical business performance information
Develop a competency based pay model to match requirements for jobs, eliminate skills/pay gaps and retain/attract appropriate talent.	Use the committees as enablers in design, development and delivery of members needs	Enhance efficiencies on facilities in line with progressive environmental norms	Develop and implement SOP for finance, based on what members and stakeholders (Internal & External) expect	Evaluate the availability, relevance, security and access of systems / controls in line with evolving business risk and introduce appropriate timely mitigating measures	Facilitate effectiveness of the board and board sub committees in line with best practice including principles enshrined in B-BBEE Codes	Evaluate efficiencies in business processes inline with evolving business risk and introduce appropriate timely mitigating measures
	Collaborate with stakeholders in the delivery of member needs	Ongoing evaluation of the health, safety, security, value and image requirements	Assist business in adequate budgeting and financial management with relevant trends and patterns		Develop policies that celebrate compliance or effect corrective action	Develop research templates, guidance and quality assurance to enable informed decision making
	Confirmation of development and delivery of services is in line with expectations		Develop solutions to assist business in business plan development and effective management and report on their finances			Evaluate and report on internal control environment and ensure effective use of Internal Audit
			Design and develop sustainable funding model for SAICA			
	Maintain/Do business in line with SAICA's agreed B-BBEE principles	Maintain/Do business in line with SAICA's agreed B-BBEE principles		Maintain/Do business in line with SAICA's agreed B-BBEE principles		Maintain/Do business in line with SAICA's agreed B-BBEE principles
Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.	Integration with the development and maintenance of the business processes which enable the collection, capture and effective use of accurate member information.
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# 05. DIVISIONAL BALANCED SCORE CARD

NON NEGOTIABLE	BUSINESS MODEL PHASE	DESCRIPTION	TRANSFORMATION, GROWTH	PROFESSIONAL DEVELOPMENT	STANDARDS	MEMBER INTERACTION	MARKETING
Adherence to the code of professional conduct inline with ethical norms and our values	Communicate / Service offering	Enhancing the quality of life of members, stakeholders and citizens	Impact of Roll out and transfer the transformation and skills development solutions to other stakeholders and beneficiaries	Impact of Roll out of the reciprocity plan in line with the established criteria , while maintaining the high qualification standards	Ongoing communication of future technical changes and offerings : through various media incl, paper, radio, email, seminar etc.	Provision of logistics and facilities inline with clearly defined professional standards, to deliver products and services to members and stakeholders	Maintain a high level of access to various media partners
			Roll out and transfer the professional pipeline solutions to other needy institutes	Provide assistance to other professional bodies where requested or identified (capacity building). This assistance relates specifically to professional pipeline solutions and the quality of qualification process.	Maintain an approved pool of specialist to assist in delivery of offerings	Identify and attract members to actively support the SAICA vision and programmes	Impact of the strategy relevant and efficiency of channels for marketing and communication to connect with members and stakeholders
			Effective implementation of the preferred scenario (as recognised above)	Effective implementation of the preferred long term plans (as recognised above)	Ongoing communication of current technical updates and practical offerings : through various media incl, paper, radio, email, seminar etc.	Maintenance of an accurate member information database by encouraging members to remain connected with SAICA	

# 05. DIVISIONAL BALANCED SCORE CARD

HR	SERVICE DELIVERY	FACILITIES	FINANCE	IT	LEGAL & GOVERNANCE	STRATEGY
Ongoing change management of policies, work ethics, values and benefits of working at SAICA	Provision of logistics and facilities inline with clearly defined professional standards, to deliver products and services to members and stakeholders	Provide reliable support to optimise effective and efficient use of facilities by business and stakeholders	Provide reliable support to optimise effective use of finance solutions by business and stakeholders	Provide reliable support to optimise effective use of interim and final solutions by business and stakeholders	Provide reliable support to optimise effective use of legal & governance solutions by business and stakeholders	Provide reliable support to optimise effective use of dashboards by business and stakeholders
Provide reliable support to optimise competency and performance levels at SAICA		Provide reliable support to optimise effective levels of compliance with defined norms	Delivery of timely and accurate financial and non financial information inline with reporting IFRS and budgetary norms		Provide reliable support to optimise effective levels of compliance of members and stakeholders	Provide reliable support to optimise effective use of research solutions by business and stakeholders
Provide reliable support to optimise the rewards solution for SAICA		Compliance with health, safety, security, value and image requirements			Implement a corporate governance framework in line with best practice	

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