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THE VISION

“To influence the effective operation of the labour market, through effective skills development, so as to ensure the appropriate supply of competent labour necessary to compete in the global economy”.

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THE MISSION

- To improve the competence of employees and potential employees, thereby enhancing productivity in the sector
- To increase the level of investment in education and training in this sector and to optimise the return on this investment
- To encourage employers and employees to adopt a culture of life-long learning
- To ensure the quality of training and education in the sector and to support the development of standards in line with the National Qualifications Framework and to actively promote these standards
- To expand the provision of education and training in the sector through sound partnerships with public and private providers of education and training
- To enhance co-operation between the public and private sectors
- To support the objectives of the Employment Equity Act of 1998
- To enhance access to learning opportunities in the sector
- To position the sector as the ‘sector of career choice’ for prospective learners and new entrants into the labour market.

CHAIRMAN'S FOREWORD

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Honourable Minister,
it is our pleasure to present to you this, the first annual report of the Financial and Accounting Services Sector Education and Training Authority (FASSET) for the period 20 March 2000 to 31 March 2001.

The period under review has been a momentous one, starting from an absolute zero base on 20 March 2000, the date on which FASSET was established as one of 25 Sector Education and Training Authorities (SETAs) in terms of the Skills Development Act of 1998 (The Act), and culminating in the achievements as highlighted in this, our very first Annual Report.

During the period under review FASSET was financed totally from the levies received in accordance with The Act, in terms of which all employers in the sector were required to pay 0,5% of their wage bill in the form of a skills development levy. The use of these funds is currently determined by the Department of Labour and, in the 2000 to 2001 financial year, usage of funds by FASSET was in accordance with the regulations, i.e.:

10%	Extraordinary Setup Costs
20%	Administration Costs
50%	Refund of Grants A, B, C and D

(The remaining 20% of the levy collected went to the National Skills Fund, in accordance with the regulations.)

The utilization and reimbursement of these funds is further expanded upon in the Annual Financial Statements and the Chief Executive Officer's Report.

The management of the financial affairs of FASSET has been undertaken in accordance with the Financial and Procurement Policies and Procedures which have been put in place and which comply with Generally Accepted Accounting Practice (GAAP) and with the King Report on Corporate Governance, notwithstanding the uncertainty surrounding the VAT issue and the accuracy of the levy information provided by the South African Revenue Services and the Department of Labour. The Auditor-General has completed his work and has expressed serious concern on aspects pertaining to levy income and attendant matters.

Specifically, the concern, which has resulted in a qualified audit opinion being furnished on the Annual Financial Statements, is directed at:

- The long time lag between payment of Skills Development Levies by employers and receipt thereof by the SETAs which results in an inordinate delay in the paying back of grants to employers
- The difficulty in estimating the amount of levy income receivable at 31 March 2001 for purposes of financial statement preparation due to the late payment thereof as well as material errors in the amounts actually received
- Monitoring and follow-up procedures to ensure that all designated employers are in fact paying the correct amount of Skills Development Levies.

It must be pointed out to stakeholders that these matters, which do affect the Annual Financial Statements in a material manner, are at present beyond the authority and control of the Board and its agents, and that every effort is being made to try to facilitate early and effective rectification thereof.

FASSET, as a public entity, was not required to adhere to the Public Finance Management Act of 1999 during the period. However, we are pleased to report that all the necessary structures, policies and procedures have nevertheless already been put in place in order to ensure compliance with the requirements of this legislation. This includes the establishment of an independent Audit Committee and the appointment of internal auditors.

Having completed most of the infrastructure and procedural developments, FASSET is now focusing its efforts on concrete skills development interventions and implementations within the sector. These include the implementation of the Sector Skills Plan, piloting of learnerships, registration of assessors and providers and the support and implementation of strategic project interventions.

With the solid foundation that has been laid during our first year, we are now well positioned to fulfil our mandate of uplifting skills within the sector. We look forward to reporting on good progress having been made in these areas in the upcoming years.

I wish to extend a vote of thanks to the Management Board, the various working committees and the CEO and staff of FASSET for a successful year and to convey the message that the expectations of ourselves in the year to come will be even higher.



STAN HUTCHESON
Chairman



CHIEF EXECUTIVE OFFICER'S REPORT

Introduction

The Financial and Accounting Services Sector Education and Training Authority (FASSET) was established in March 2000, in terms of the Skills Development Act of 1998 (The Act).

The functions of FASSET are to:

- develop a sector skills plan
- promote learnerships
- register learnership agreements
- become registered as an Education and Training Quality Authority (ETQA)
- collect and disburse levies
- liaise with the National Skills Authority (NSA)
- report to the Director-General on income and expenditure and implementation of the sector skills plan
- liaise with relevant bodies
- appoint staff necessary for the performance of its functions
- perform other duties imposed by The Act

In order to fulfil these functions, FASSET set itself the following strategic objectives for the period under review:

- develop and implement all policies necessary for the effective operation of the SETA
- establish the necessary infrastructure, including the placement of personnel and the establishment of an office
- set up the governance, management and operating structures necessary to achieve the objectives of The Act
- establish a financial management system which will ensure resources are managed effectively

- establish a management information system that ensures information requirements are met
- implement a levy disbursement system
- develop a sector skills plan
- implement a system to manage workplace skills plans
- establish learnerships and skills programmes
 - establish the ETQA function
 - establish an effective liaison system across all nine provinces

The Organizational Framework

The organizational structure, established to fulfil the mandate of The Act, consists of two main components: the FASSET Management Board and the FASSET management team who are responsible for executing its functions.

The Management Board is responsible for making final decisions on strategy and policy. It is responsible for providing executive leadership; ensuring sound governance; determining strategy and policy; managing the performance of the CEO; ensuring effective financial management; monitoring the development and implementation of the responsibilities at a macro level; and promoting the objectives and interests of the SETA.

FASSET's management team are responsible for implementing the strategies and policies. They are responsible for implementing the core functions as defined in The Act; implementing financial administration systems and accounting in terms of the budget; researching, developing and recommending policy; researching, monitoring and evaluating the policies implemented; disseminating information; maintaining the database and website; and performing all administrative functions necessary to ensure compliance with relevant legislation.

Highlights of the Year

A year ago, the opportunity to start an organization from scratch seemed a daunting task. However, we are pleased to report that all of the strategic targets set for the period have either been completed or are well under way.

Policies and Procedures

FASSET has developed and adheres to a comprehensive set of policies designed in accordance with FASSET's constitution and in support of the Sector Skills Plan and Business Plan. These policies contribute towards the effectiveness of corporate governance strategies and are in accordance with the Public Finance Management Act.

Infrastructure

From humble beginnings with two offices in the South African Revenue Services building in Randburg, and using donated and borrowed equipment, FASSET has established permanent premises in Eva Park, Blackheath, and has a complement of seven full-time staff. Three additional positions exist as per the staffing organogram contained in Appendix A and these will be filled as the necessity unfolds and the functions are expanded.

Human Resource policies and procedures are in place and the composition of the staff reflects FASSET's commitment, not only to skills development, but employment equity within the organization and sector. Occupational categories and grades, as shown in Appendix A, are aligned with the sector and reflect the commitment of the organization to employing the best people for the job.

Governance, Management and Operating Structures

Various internal control measures and systems designed to provide reasonable assurance as to the integrity and reliability of the financial statements and to adequately safeguard, verify and maintain accountability for its assets have also been implemented. Such controls are based on established policies and procedures and are implemented by trained personnel with an appropriate segregation of duties. The effectiveness of these controls is monitored in various ways, including through the internal audit function provided by Gobodo Corporate Governance Services.

Public entities are required to be audited by the office of the Auditor General. In this regard the Auditor General has completed the audit and his report forms part of this Annual Report.

Financial Management and Information Systems

At the outset, the Management Board decided to outsource the financial management and information technology functions. This was to ensure a professional level of financial administration and data management and allow the management team to spend maximum time on the core business of the SETA. This function has been performed effectively by Deloitte and Touche Seta Services, who have set up the appropriate structures to manage these functions effectively.

Levy Disbursement System

First and foremost on the minds of our members is the payment of grants. The grant system is not an end in itself, but a means to achieving the participation of our members in skills development activities. The Management Board took a decision early on that the first grant payments will only be made at the end of March 2001. This decision was brought about by a lack of certainty and clarity around the payment of levies by SARS and the Department of Labour.

Through the effective levy disbursement system that has been implemented we can report that grants in excess of R9 621 000 have been claimed and R3 631 000 paid to more than 331 companies, representing 44% of the R21 866 000 that was provided for grant payments in Year 1 (1 April 2000 to 31 March 2001). It is expected that this figure will increase substantially in the coming years.



Sector Skills Plan

The Sector Skills Plan has been submitted to and accepted by the Department of Labour. This has enabled us to develop and implement the Operational Implementation Plan, which is a consolidation of the long-term research plan, the Sector Skills Plan and the Business Plan. This Operational Implementation Plan will also serve as a performance measurement tool against which the FASSET management team will be evaluated.

The SMME (Small, Medium and Micro Enterprises) intervention plan is also ready for implementation. Research indicates that the SMME sector within FASSET accounts for over 90 percent of our members in number and is the part of the economy in our country which can sustain the highest growth. This has been, and will continue to be, a FASSET priority.

A statistical breakdown of the members in the sector and the contribution made by each is included in Appendix B.

Workplace Skills Plans

A fully integrated workplace skills plan system has been developed and implemented. It provides access to members via the web, a call centre or via e-mail.

The approval processes and reporting systems have also been developed and implemented and are in operation.

Learnerships and Skills Programmes

Ten learnerships, across the sub-sectors, have been developed and submitted to the Department of Labour, and we are very proud to report that six of these have been registered by the department.

The accompanying skills programmes are in the process of being developed and will be finalized within the course of the next year.

ETQA Function

The ETQA (Education and Training Qualifications Authority) application had been submitted to the South African Qualifications Authority (SAQA) by the end of the first year of operations. At the time of preparing this report, FASSET was listed as an ETQA in the Government Gazette of 8 June 2001. This led to a site visit by SAQA on 21 June 2001 and formal accreditation is expected to be announced at the SAQA Council on 15 August 2001.



Provisional accreditation processes and criteria for assessors and providers have been drawn up and will be tested on pilot sites at two agent ETQAs and three providers during July and August 2001.

Liaison Systems

A number of interventions were undertaken during the course of the year to ensure that our members and stakeholders were kept abreast of the developments within the SETA. These included a national roadshow, the implementation of our website, the introduction of a quarterly newsletter, the supplying of copy to numerous professional bodies for inclusion in their newsletters and electronic communications and a number of visits and presentations to key stakeholder groupings.

How the Organisation Functions

The Skills Development Act states that the SETAs must carry out their mandate in consultation and co-operation with stakeholders in their sectors. The policies and constitution of FASSET ensure that such consultation and co-operation does take place.

The Management Board consists of 17 seats, comprised as follows:

- Eight employer representatives
- Eight employee representatives
- The Chief Executive Officer, who does not have voting powers.

The eight employer seats are representative of the sub-sectors of FASSET, as follows:

- Large accounting and auditing practices
- Small accounting and auditing practices
- Business and management consulting
- The State, representing the Departments of State Expenditure and Finance and the South African Revenue Services
- Development corporations
- Investment entities and trusts
- Stockbrokers, the Johannesburg Stock Exchange, Securities Exchanges including the Bond Exchange of South Africa and the South African Futures Exchange
- Taxation services



The eight employee seats are made up of representation from the representative trade unions in the sector (four seats) and representatives elected from the professional bodies, who represent the interests of their members and learners (four seats).

In addition to the Management Board, the SETA has established a number of working committees along the lines shown in Appendix C.

During the course of the year the Management Board met six times and the working committees met at least four times, or more often as the need arose. The formation of the Executive Committee was also implemented and they met at least every two months throughout their term of office.

The Finance Committee, which monitors proper financial controls, met on a monthly basis and an Audit Committee, established to ensure adherence to policies and procedures, was formed during the course of the year and met for the first time on 29 March, 2001.

Challenges

The solid infrastructure and governance procedures that have been put in place have enabled the various working committees and divisional managers to focus on the core business of FASSET and this has led to a large number of successes to date.

However, the last year has not been without its challenges, a number of which still face us. The uncertainty surrounding the VAT position of SETAs, the timeliness and accuracy of levy information from SARS and the late issuance of regulations and changing of deadlines by the Department of Labour are obstacles that need to be overcome with a certain degree of urgency if we are to achieve and progress our strategies into the future.

The need to increase the number of employers benefiting from the skills development levy and the number of employers submitting workplace skills plans also needs to be addressed.

Marketing and interventions for the SMME sub-sector have been planned for implementation early in the upcoming year to address these matters.

The need to utilise the substantial roll-over of funds from this period on strategic projects is also a priority and has been addressed by the Management Board and included in our targets for Year Two and the five year targets, both of which have been attached as Appendix D.

Furthermore, it has become apparent that the FASSET constitution is impractical in a number of areas and even *ultra vires* in others. None of these areas apply to the core of our business, but rather in how the business is carried out. Proposed changes to the constitution will be circulated in the next few months with explanations regarding the required change and comments invited from stakeholders.

Conclusion

The development and implementation of the Skills Development Act and the role that FASSET has played within our sector has gained great momentum throughout the past year and as the anticipated participation of stakeholders increases and project implementation unfolds we are well set to achieve our objectives.

FASSET looks forward to the challenges of the upcoming year and to working with the stakeholders in the sector to promote and develop skills development initiatives characterised by equity, high quality and excellence.

CHERYL JAMES
CHIEF EXECUTIVE OFFICER

**REPORT OF THE
AUDITOR-GENERAL
ON THE FINANCIAL
STATEMENTS OF THE
FINANCIAL AND ACCOUNTING
SERVICES SECTOR EDUCATION
AND TRAINING AUTHORITY FOR THE
YEAR ENDED 31 MARCH 2001**

1. AUDIT ASSIGNMENT

The financial statements as set out on pages 9 to 13, for the year ended 31 March 2001, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 3 and 5 of the Auditor-General Act, 1995 (Act No. 12 of 1995) and section 14(6) of the Skills Development Act, 1998 (Act No. 97 of 1998). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements and the compliance with relevant laws and regulations, applicable to financial matters, based on the audit.

2. REGULARITY AUDIT

2.1 Nature and scope

2.1.1 Financial audit

The audit was conducted in accordance with generally accepted government auditing standards which incorporate generally accepted auditing standards. These standards require the audit to be planned and performed to obtain reasonable assurance that the financial statements are free of material misstatement. An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

I believe that the audit provides a reasonable basis for my opinion.

2.1.2 Compliance audit

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations which came to my attention and are applicable to financial matters.

I believe that the audit provides a reasonable basis for my opinion.

2.2 Qualification

2.2.1 Financial audit

Contributions by employers

(a) *Declarations of levies due by employers:*

Based on the audit work performed, nothing has come to my attention that causes me to believe that material non-compliance with laws and regulations, applicable to financial matters, has occurred.

In terms of section 6(2) of the Skills Development Levies Act, 1999 (Act No. 9 of 1999) a self-assessment system is employed for the payment of levies by employers.

In terms of section 6(1) of the said act the South African Revenue Service has been appointed to be the sole collector of such levies and in terms of section 7(1) the sector education and training authority (or its nominated body) may also be appointed as a collector of levies. However, section 7(1)

of the act has not been gazetted as required by the act, leaving the sector education and training authority with limited control over its revenue.

Furthermore, no evidence could be gained that the inspectorate of the Department of Labour as specified in section 15 of the Skills Development Levies Act, 1999 (Act No. 9 of 1999) functioned effectively during the financial year under review.

(b) *Unregistered employers:* Because section 7(1) of the Skills Development Levies Act, 1999 (Act No. 9 of 1999) was not given effect to, the sector education and training authority has not been sanctioned to follow up on unregistered employers. Evidence that either the inspectorate division of the South African Revenue Service or that of the Department of Labour follow up on unregistered employers was not available. Therefore, the number of unregistered employers and the effect thereof on the financial results of the authority cannot be determined.

(c) *Completeness of the database of employers:* Contributions by employers which could not be allocated to a specific sector education and training authority are allocated to a SETA zero account. Only the Department of Labour is in a position to investigate this list of employers. Consequently, the sector education and training authority is unable to identify all employers that should fall within its jurisdiction.

Due to the above income may be understated with an unknown amount.

2.3 Audit opinion

2.3.1 Qualified opinion: Financial audit

In my opinion, except for the effect on the financial statements of the matters referred to in paragraph 2.2.1, the financial statements fairly present, in all material respects, the financial position of the sector education and training authority at 31 March 2001 and the results of its operations and cash flows for the year then ended in accordance with prescribed accounting practice.

2.3.2 Compliance audit



AUDITOR-GENERAL

3. EMPHASIS OF MATTER

Without further qualifying the audit opinion expressed above, attention is drawn to the following matter:

Basis for calculation of value added tax (VAT)

Due to uncertainties, the basis for calculating VAT was changed a number of times during the year. Although the accounting records and resultant financial statements correctly reflect VAT based on the latest correspondence from the South African Revenue Service dated 8 June 2001, a final directive has not yet been issued.

4. APPRECIATION

The assistance rendered by the staff of the sector education and training authority during the audit is sincerely appreciated.



J E VAN HEERDEN
for Auditor-General
09/11/2001

9 ANNUAL FINANCIAL STATEMENTS

INCOME STATEMENT FOR THE YEAR ENDING 31 MARCH 2001

	Note	Year ended 31 March 2001 R'000
INCOME		
Gross levy income	2	42 122
Withheld: National Skills Fund		8 747
Net levy income		33 375
Interest		479
Total income		33 854
SKILLS DEVELOPMENT GRANTS	3	9 621
EXPENSES		
Service Provider Fees		1 348
Set-up expenses		674
Operational expenses	4	1 751
Total expenses		3 773
Gross surplus for the year		20 460
Project Fund	5	12 724
Net surplus for the year carried forward		7 736

ANNUAL FINANCIAL STATEMENTS

BALANCE SHEET AS AT 31 MARCH 2001

	Note	Year ended 31 March 2001 R'000
FUNDS EMPLOYED		
Accumulated funds	6	7 736
Project Fund	5	12 724
Finance Agreement	7	31
Total funds employed		20 491
EMPLOYMENT OF FUNDS		
Fixed Assets	8	358
Net Current Assets		20 133
Current Assets		32 890
Bank balances and cash		21 053
Levy debtors		11 837
Current Liabilities		12 757
Skills Development Grants	3	9 621
Start-up Loan	9	520
Accounts payable	10	2 616
Total employment of funds		20 491

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2001

	Note	Year ended 31 March 2001 R'000
Cash Flows from Operating Activities		
Surplus for the period		20 460
Non-cash items: depreciation		22
Working capital changes	11	400
		20 882
Cash Flows from Financing Activities		
Start-up Loan		520
Finance Agreement		31
Cash Flow from Investing Activities		
Purchase of fixed assets		(380)
NET INCREASE IN CASH AND CASH EQUIVALENTS		21 053
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		-
CASH AND CASH EQUIVALENTS AT END OF THE YEAR		21 053

NOTES TO THE ANNUAL FINANCIAL STATEMENTS AT 31 MARCH 2001

1. ACCOUNTING POLICIES

The financial statements are prepared on the historical cost basis and incorporate the following principal accounting policies which have been consistently applied:

1.1 Income and expenditure are recognised on the accrual basis.

1.2 Although the portion of levy income paid to the National Skills Fund (20%) is deducted by the South African Revenue Services and the Department of Labour from the amount paid to the Authority, the gross levy income received from the Financial and Accounting Services Sector is reflected in the financial statements.

1.3 Fixed assets

Costs incurred on computer software are written off when incurred. All other costs in respect of the purchase of assets, which are classified as fixed assets, are capitalised on date of purchase and depreciated at the rates below over the period of their useful life.

The actual depreciation rates used are :

• Computer hardware	33,33% per annum
• Computer software	50% per annum
• Office furniture and fittings	10% per annum
• Office equipment	20% per annum

2. GROSS LEVY INCOME

Gross levy income
Less: Transfer to National Skills Fund
Net amount of levies accounted for by the Authority
Accounted for as follows:

Grant disbursement fund (50%)
General fund (20%)
Set-up fund (10%)

Year ended 31 March 2001 R'000
42 122
8 747
33 375
21 866
7 673
3 836
Year ended 31 March 2001 R'000
21 866
12 245
-
9 621
9 621
-

3. SKILLS DEVELOPMENT GRANTS

Portion of gross levies received (50%)

Transferred to project funds

Amount paid during the year
Provision for payments after year-end
Amount expensed in income statement

Grant funds carried forward

At year-end no grants have been paid out. Three months' levies receivable from the Department of Labour were outstanding, and grants C and D payable to employers could not yet be calculated because compliance can only be determined after the end of the current financial year. The estimate of the total grants to be paid out after year-end was made based on a prudent approach that all employers that qualified for Grant B will qualify for Grants C and D.

4. OPERATIONAL EXPENSES

Operational expenses comprise:

Administration costs	798
Audit fees	92
Depreciation	22
Cost of employment	839
	<u>1 751</u>

5. PROJECT FUND

The project fund comprises the following:

	Year ended 31 March 2001		
	Grant Disbursement Fund	Unappropriated Fund	Total Fund
	R'000	R'000	R'000
Portion of levy income allocated	21 866		21 866
Interest earned		479	479
Total income	21 866	479	22 345
Expenditure	9 621		9 621
Unexpended balance	12 245	479	12 724

The Management Board is formalising the process of allocating the funds to approved projects in accordance with the approved Sector Skills Plan.

6. ACCUMULATED FUNDS

The accumulated funds comprise the following:

	General Fund	Set-up Fund	Total
	R'000	R'000	R'000
Allocable portion of levy income	7 673	3 836	11 509
Expenditure	3 099	674	3 773
Unexpended balance	4 574	3 162	7 736

7. FINANCE AGREEMENT

Liabilities under capitalised finance leases payable over 37 monthly payments of R1 881 from October 2000 to October 2003 at an effective interest rate of 18% per annum

Less: Current portion included in accounts payable

Year ended
31 March 2001
R'000

47
16
31

8. FIXED ASSETS

	Office furniture and fittings	Office equipment	Computer hardware and software	Total
	R'000	R'000	R'000	R'000
Current period movement:				
Additions	78	96	206	380
Depreciation	(4)	(7)	(11)	(22)
Balance at end of period	74	89	195	358
Made up as follows:				
Owned assets at cost	78	46	206	330
Leased assets at cost		50		50
Accumulated depreciation	(4)	(7)	(11)	(22)
Net book value	74	89	195	358

9. START-UP LOAN

The loan is owing to the Department of Labour, is interest free and is repayable by 31 March 2002.

Year ended
31 March 2001
R'000

520

10. ACCOUNTS PAYABLE

Service provider fees
Receiver of Revenue - Value Added Tax
Other

Year ended
31 March 2001
R'000

958

1 150

508

2 616

The amount reflected as Value Added Tax due to the Receiver of Revenue has been calculated in accordance with the dispensation prescribed by the South African Revenue Services in a letter dated 8 June 2001. In accordance with this dispensation, output Value Added Tax is only calculated on the 30% of the total levies received (the allocation in respect of administration and set-up expenditure). This dispensation is still subject to a final decision by the Ministers of Finance and of Labour.

11. WORKING CAPITAL CHANGES

Increase in accounts receivable
Increase in accounts payable

Year ended
31 March 2001
R'000

(11 837)

12 237

400

12. COMPARATIVES

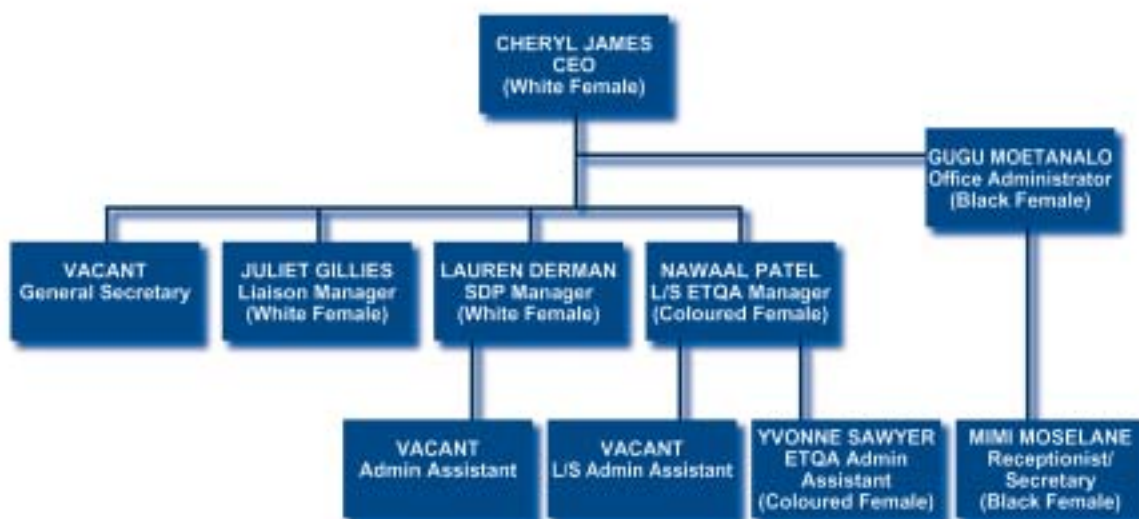
No comparative figures are disclosed as the Authority was formed on 20 March 2000 and effectively commenced operations on 1 April 2000. The period under review is therefore the first year of operation.

13. PUBLIC FINANCE MANAGEMENT ACT

No material losses through criminal conduct, or irregular, fruitless or wasteful expenditure were incurred during the year ended 31 March 2001.

APPENDIX A - INFRASTRUCTURE

ORGANOGRAM



OCCUPATIONAL CATEGORIES AND GRADES

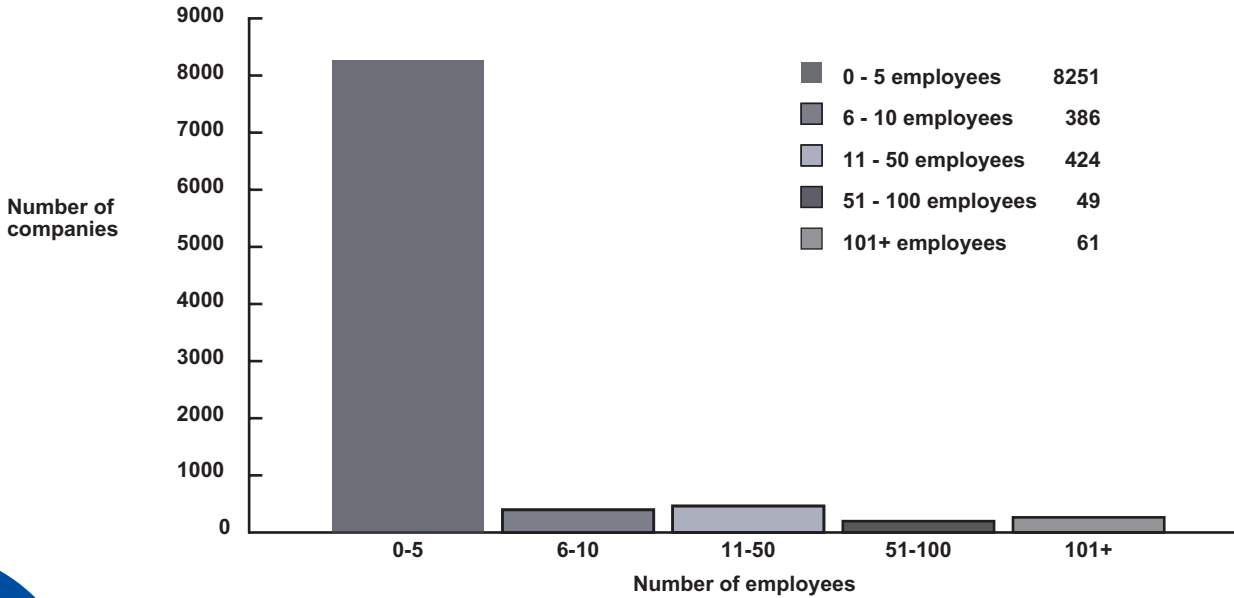
OCCUPATIONAL CATEGORY	FASSET JOB TITLE
Legislators, Senior Officials, Managers	CEO Learnership / ETQA Manager Skills Development Planning Manager Liaison Manager General Secretary
Professionals	Senior Assistants
Clerks	Administrative Assistants

OCCUPATIONAL LEVEL	FASSET JOB TITLE AND GRADE (ACCORDING TO PATERSON & HAY)	SALARY BANDS
Senior Management	CEO - E3, 1054 - 1150	R420 000 - R550 000
Professionals	Learnerships / ETQA Manager - DU, 586 - 720 Skills Development Planning Manager - DU, 586 - 720 Liaison Manager - DU, 586 - 720 General Secretary - DU, 586 - 720	R220 000 - R360 000
Skilled technical and academically qualified	Senior Assistant - CL, 208 - 320	R78 000 - R132 000
Semi-skilled	Administrative Assistants - BU, 93 - 109	R57 000 - R96 000

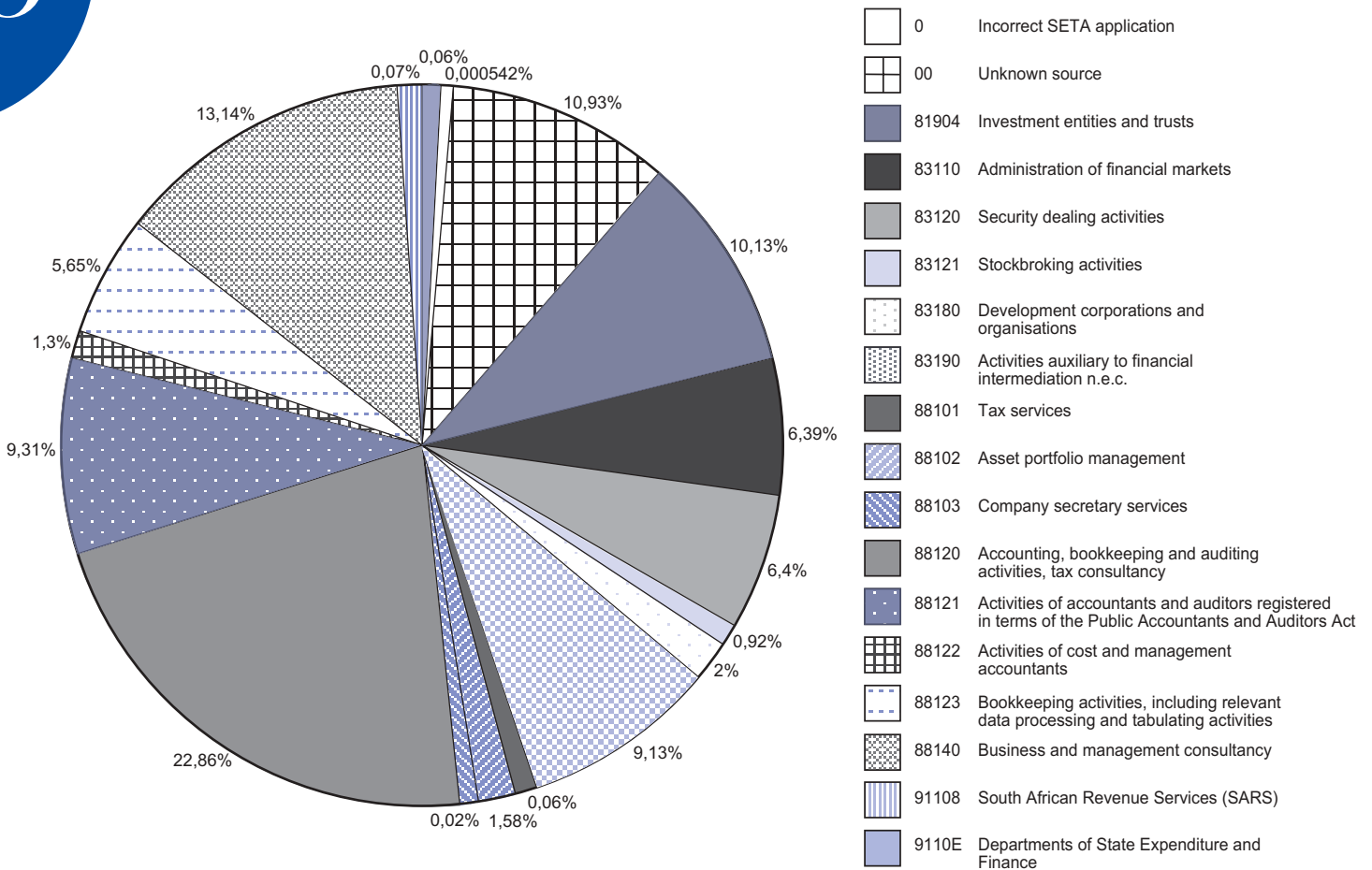
APPENDIX B - SECTOR MEMBER STATISTICS

EMPLOYER SIZE PROFILE

SECTOR EMPLOYER SIZE PROFILE



SECTOR LEVY CONTRIBUTION PER STANDARD INDUSTRIAL CLASSIFICATION (SIC) CODE



APPENDIX C - GOVERNANCE STRUCTURES

COMMITTEES



MANAGEMENT BOARD AND COMMITTEE CHAIRMEN

NAME	DISCIPLINE	ORGANIZATION	COMMITTEE CHAIRMEN
EMPLOYER REPRESENTATIVES			
Britz, Sarah	Investment Entities & Trust	Anglo American Corporation	
Erasmus, Willie	Small Accounting and Auditing Practices	Erasmus Rekenmeesters	
Hutcheson, Stanley	Tax Services	Andersen	Management Board, EXCO
Till, Darrell	Stock Brokers, the JSE, Securities Exchange	JSE	
Mabena, Vusi	Development Corporations	IDC	Quality Assurance
Parfitt, Judy	The State	SARS	
Robinson, Ken	Management Consulting	Accenture	
Wadsworth, Roger	Large Accounting and Audit Practices	Deloitte & Touche	Learnerships
EMPLOYEE REPRESENTATIVES			
Cooper, Veld	Professional Bodies	ICSA	Skills Planning
Kehayas, Angelo	Professional Bodies	IMC	Management Information
Louis, Samantha	Professional Bodies	CIMA	Communications
Magoswana, Witness	Registered Trade Union	NEHAWU	
Myburgh, Sunet	Registered Trade Union	PSA	
Nhlabati, Sibongile	Registered Trade Union	NEHAWU	
Ross, Ashley	Registered Trade Union	PSA	
Terry, Graham	Professional Bodies	SAICA	Finance

APPENDIX D - STRATEGIC OBJECTIVES

NATIONAL SKILLS DEVELOPMENT STRATEGY OBJECTIVE 1:

Developing a culture of high quality life-long learning and fostering skills development for high quality jobs.

FASSET OBJECTIVES	FASSET PERFORMANCE INDICATORS: 2001 TO 2002	FASSET PERFORMANCE INDICATORS: 2000 TO 2004
Skills base of the workforce uplifted and maintained	At least 30% of large employers who have identified ABET as a need within their company are investing in ABET training	At least 85% of the workforce have reached NQF level 1
	Links have been established with at least three professional bodies that have implemented CPE and 50% of their members within the sector have attended CPE programmes	At least 85% of the professionally registered members of the workforce have undertaken CPE
Learnerships and skills programmes that allow for skills upliftment are designed	Learners have been registered on the learnerships and skills programmes that have been designed and implemented	10% of the workforce have embarked on structured learning programmes, 20% of which have successfully completed a learnership or skills programme
Companies supported to become learning environments	Three private sector companies to have been identified to participate in the piloting of a national standard for enterprise based people development programme	20 private sector companies to be committed to, or have achieved, a national standard for enterprise based people development programme

OBJECTIVE 2:

Fostering skills development in the formal economy for productivity and employment growth.

FASSET OBJECTIVES	FASSET PERFORMANCE INDICATORS: 2001 TO 2002	FASSET PERFORMANCE INDICATORS: 2000 TO 2004
Capacity build SDF's and employers	50% of companies with more than 150 employees, and 10% of companies with between 50 and 150 employees, are receiving skills development grants	75% of companies with more than 150 employees, and 40% of companies with between 50 and 150 employees, are receiving skills development grants
Development and implementation of appropriate learnership facilitated	At least one learnership for at least 80% of the sub-sectors is developed and implemented, with a minimum of ten learnerships having been developed across the sector	At least one learnership per sector is developed and implemented, with a minimum of 20 learnerships having been implemented across the sector
Development and implementation of appropriate skills programmes facilitated	At least one skills programme for at least 80% of the sub-sectors is developed with a minimum of ten skills programmes having been implemented across the sector	At least two skills programmes per sub-sector are developed and implemented with a minimum of 40 skills programmes having been implemented across the sector
Assisting employees to access learnerships and skills programmes	At least 500 employees are registered on learnerships and 300 on skills programmes	At least 1000 employees are registered on learnerships and 800 on skills programmes

STRATEGIC OBJECTIVES

OBJECTIVE 3:

Stimulating and supporting skills development in SMME's.

FASSET OBJECTIVES	FASSET PERFORMANCE INDICATORS: 2001 TO 2002	FASSET PERFORMANCE INDICATORS: 2000 TO 2004
SMME participation in the skills development strategy facilitated	5% of identified SMME's are receiving skills development grants	20% of identified SMME's are receiving skills development grants
Capacity building amongst SMME's facilitated	5% of identified SMME's have participated in capacity building programmes	20% of identified SMME's have participated in capacity building programmes
Develop and implement learnerships and skills programmes aimed at SMME's	At least one learnership and two skills programmes have been identified and implemented in the SMME sector	At least five learnerships and five skills programmes have been identified and implemented in the SMME sector

OBJECTIVE 4:

Promoting skills development and access to jobs and sustainable livelihoods through social development initiatives.

FASSET OBJECTIVES	FASSET PERFORMANCE INDICATORS: 2001 TO 2002	FASSET PERFORMANCE INDICATORS: 2000 TO 2004
Involvement of companies and providers in training of the unemployed supported	At least two projects are developed and implemented for the training of the unemployed	10% of large companies are involved in the training of the unemployed
Implementation of HIV/AIDS awareness programmes supported	At least 10% of large companies are involved in HIV/AIDS awareness programmes/initiatives	At least 60% of large companies are involved in HIV/AIDS awareness programmes

OBJECTIVE 5:

Assisting new entrants into employment in the labour market.

FASSET OBJECTIVES	FASSET PERFORMANCE INDICATORS: 2001 TO 2002	FASSET PERFORMANCE INDICATORS: 2000 TO 2004
Learnerships available to new entrants to the labour market	At least 150 new entrants are registered on learnerships	At least 3000 new entrants are registered on learnerships and at least 60% of those who have completed learnerships are gainfully employed
Skills programmes available to new entrants to the labour market	At least 50 new entrants are registered on skills programmes	At least 1000 new entrants are registered on skills programmes

