

Vision Vision

To provide a speedy, accessible & fair dispute resolution and prevention services, to promote harmony, equality and peace



Mission Statement Mission Statement

To promote a stable labour climate in Swaziland that contributes positively to economic & employment growth by being the best dispute resolution and prevention agency in Southern Africa

Objectives Objectives

- **Dispute Resolution**
- **Dispute Prevention**
- **Organizational Alignment**
- **Marketing of the Commission**
- **Case Management System**



Values Values

- **Fairness**
- **Honesty**
- **Impartiality**
- **Independence**
- **Integrity**
- **Professionalism**
- **Trustworthiness**

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THE GOVERNING BODY

Chairperson



Lindiwe Khumalo Matse



Mr. Siphephiso Dlamini
Executive Director
(Ex Officio Member)



Mr. Archie Sayed
Workers



Mr. Jimson Gwebu
Workers



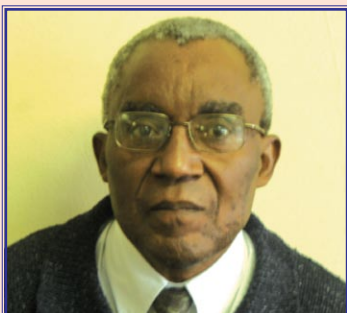
Mr. Musa Dlamini
Employers



Ms Bathobile Mvubu
Employers



Dr. P.Q. Magagula
Special Skills



Mr. Caleb Nkonyane
Special Skills



Mr. Nkululeko Dlamini
Government



Mrs. Teresa Mlangeni
Government

CMAC'S Management & Staff

Management



Mr. Siphephiso Dlamini
Executive Director



Mr. Jacob Khumalo
Chief Financial Officer



Ms Futhie Hadebe
Senior Commissioner
(Hhohho)



Mr. Mbuso Dlamini
IT Officer



Ms Makhosazana Khoza
Senior Commissioner
(Manzini)



Mrs Linda Nkwanyana
HR Officer

Staff



Mr. Aaron Dlamini
Commissioner
(Hhohho)



Mrs. Lindiwe Ngcamphalala
Commissioner
(Hhohho)



Mr. Selby Magagula
Commissioner
(Shiselweni)



Mr. Thulani Dlamini
Commissioner
(Lubombo)



Ms Nondumiso Simelane
Case Management Officer
(Manzini)



Mr. Lwazi Mdziniso
Case Management Officer
(Hhohho)

Chairperson's Remarks



It is my pleasure to submit this year's annual report in terms of section 71(3) of the Industrial Relations Act of 2000, as amended as well as the Public enterprise Act of 1980. The new Governing Body was appointed from 1st January 2007. Submitting this report therefore on behalf of the governing body after having been in office for just three months has not only made us recognize the capable leadership that held the fort until then but also of the daunting challenge of ensuring that such legacy is maintained if not even bettered.

In the year under review, enormous effort was made to ensure that the Commission's operations meet the set criteria of good corporate governance principles. Initiatives pursued included redefinition of the stakeholders base to include NGOs and professional institutions, enforcement of sound fiscal discipline and policy throughout the operations. The governing body also appraised itself regarding its performance and effectiveness in guiding the Commission.

On the strategic front, the year under review saw the commission create a new proactive strategic plan that is aimed at responding to the dynamic requirements coming with the amendments to the Industrial Relations Act. Focus is directed at improving service contacts and cooperation with its broader stakeholders, giving emphasis to dispute prevention at the workplace and the use of knowledge management as a vehicle for continuous growth and efficient service delivery by the Commission. The launch of the website under this topic will not only provide a

real time search engine on details regarding our operations, policies and guidelines regulating our operations but also ensure interaction and accessibility by our growing base of clients and users extending as far as the global environment.

The Commission has continued to strive towards attaining its set performance deliverables with the major successes being recorded in the processing rate, conciliation duration and arbitration referrals. The continued increase in the referral of cases to arbitrations comes as a culmination of the previous strategic attempts pursued over the years to market ADR as the most convenient and effective method of settling disputes other than full blown litigation with its intricacies.

The above achievements were however not without challenges. The major challenges showed themselves in the high exposure to risks identified in our new operations, dealing with the non regulated group of labour consultants as well as the legal intricacies of time delays, representation and expenses coming with the matters that are taken for review at the High court.

I would like to thank the outgoing governing body for their valued contribution and in particular the outgoing Chairperson (Dr. Sikhomba Gumbi), Mr. Joseph Shilubane and Mrs Linda Ntshangase who all served on the governing body since CMAC's inception. My further gratitude to management and staff for their commitment and hard work during the past year.

A handwritten signature in black ink, appearing to read 'Lindiwe Khumalo-Matse'.

Lindiwe Khumalo-Matse

Executive Director's Remarks



The changing economic environment in the domestic and regional arena as well as the demographic changes resulting from the impact of HIV/AIDS pandemic continue to transform the country's workplace. The foregoing developments have resulted in new challenges being confronted everyday in the industrial relations justice system. The Commission continued in its role to add value in assisting employers and employees confront and adapt these challenges in order to ensure industrial peace.

The continued high referral of cases to the commission together with the record increase on arbitrated cases, not only confirms the above but also shows the parties growing respect and confidence of the Commission's processes. Major highlights in our performance for the year include the following:

- Over 2750 cases were referred to the commission in the year under review.
- Processing efficiency remained above the 90% target.
- 51% of the cases were solved at conciliation.
- An increase of default judgments issued from last year to 107 default judgments.
- A new record of 28% arbitration referrals compared to 18% the previous year.
- A new conciliation duration record of 25 days compared to 29 days the previous year.

The newly introduced process of issuing default judgments notwithstanding its challenges, has had a significant contribution in increasing CMAC's bottom line. When combined with cases settled at conciliation and arbitration, the overall percentage of cases that are brought to finality under the commission rose to well above 70 percent of jurisdictional cases.

From the 145 collective disputes with right

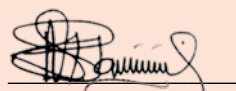
to strike action 80 were resolved at conciliation averting work stoppages, loss of wages and disruption to ancillary business and production. Only nine legal strikes were advanced. This could have been worse had it not been for the positive effects of the Commission in assisting parties resolve their disputes.

Other milestones in the Commission's performance include;

- The launch of its website to allow easy access, reference and interaction by our employees and the stakeholders.
- The successful completion of the dispute prevention manual which provides best practices on handling conflict at the workplace.
- The harnessing of knowledge management as a crucial vehicle for attaining high service delivery and growth.
- An upgrade of our knowledge resource centre with more journals and labour law textbooks, maintenance of our license to access Butterworth's electronic library of labour jurisprudence.

The above achievements were not without challenges. The new provision of bringing conciliation cases to finality through the issuance of default judgments comes with the disadvantages of slowing down the process as a result of the huge backlog in the high court. In addition to that, the disadvantaged employee ends up being forced to pay litigation expenses initially avoided at conciliation. The arbitrations are infested with too many postponements and this compromises the purpose of the Commission which is to ensure speedy resolution of cases.

In conclusion I would like to extend my gratitude to the Chairperson and the Governing Body for their able guidance and management and staff for their immense contribution towards the achievement mentioned above.



S.A. Dlamini

Industrial Relations Climate

The Industrial relations climate continues to be under great pressure as a result of the subdued activism in the employment sector. The slow down observed in the overall economic activity especially in the private sector coupled with the upward trend in inflation, has brought to bear some tension on wage settlements, cost of production and affordability of basic services. Of note is that the inflation is showing a sharp upward trend. Interest rates were also on the rise in the past year and fuel is still going up. Whilst the tensions continue to boil as shown through high number of illegal strikes, major employers and unions have to date shown greater understanding to ensure such tensions is contained within limits to avoid significant consequential effects, which include further job losses.

The cancerous corruption and bribery appear to have reached a stage where it is now picking reaction from the workplace. A few cases of whistle blowing have been recorded with some of these having gone as far as the Industrial court. The protection granted in the court does not only set the tone of using whistle blowing to help develop this practice of combating corruption but also magnifies the potential it weilds to enforcing the moral duty of good faith and conscience in the workplace. From these instances a clear need to formalize and regulate the use of whistle blowing as a toll to prevent and detect fraudulent and corruption related misconduct harmful to individuals, organizations and society has become conspicuous.

The transformation in the trade union movement appears to have gone through the turbulent cycle as no court battles or hostile exchanges were traded in the public gallery such as during ILO conventions. This has restored the fundamental pillars of the bargaining mechanism, which has brought relative calm in the industrial relations climate as shown in much shorter and quite negotiation processes.

However, the year ahead looks to be even more challenging as interest rates, inflation and fuel prices continue to increase sharply.

1.0 THE GOVERNING BODY

In compliance with section 65 of the Industrial Relations Act 2000, as amended, the Commission is run by a tripartite Governing Body consisting of nine members; two representatives coming from each of the three social partners; government, organised business and organized labour. In addition there is an independent Chairman and two members with special skills nominated by the Labour Advisory Board with the Executive Director serving as an ex-officio member.

1.1 Governing Body Members.

The term of office of the previous Governing Body lapsed on the 31 December 2006. A new Governing Body was then appointed beginning of January 2007 to serve for a three year period.

Outgoing

▪ Dr Sikhomba Gumbi	-	Chairperson
▪ Mr Mduduzi Hlophe	-	Member
▪ Mr Joseph Shilubane	-	Member
▪ Mrs Linda Ntshangase	-	Member
▪ Mr Douglas Dlamini	-	Member
▪ Caleb Nkonyane	-	Member
▪ Mrs Teresa Mlangeni	-	Member
▪ Jimson Gwebu	-	Member
▪ Dr. P.Q. Magagula	-	Member
▪ Ms Bathobile Mvubu	-	Member

Incoming

✓ Mrs Lindiwe Khumalo Matse	-	Chairperson
✓ Mr Musa Dlamini	-	Member
✓ Mr Nkululeko Dlamini	-	Member
✓ Mr Archie Sayed	-	Member
❖ Caleb Nkonyane	-	Member
❖ Mrs Teresa Mlangeni	-	Member
❖ Jimson Gwebu	-	Member
❖ Dr. P.Q. Magagula	-	Member
❖ Ms Bathobile Mvubu	-	Member
◆ S.A. Dlamini	-	Executive Director (Ex Officio)

KEY:

- ✓ Appointed with effect from 1 January 2007.
- Term of office expired on the 31st December 2006.
- ❖ Term of office lapsed 31st December 2006 and were reappointed with effect from 1st January 2007.
- ◆ Ex Officio member

1.2 RECORD OF GOVERNING BODY MEETINGS

The attendance at meetings of the Governing Body during the period under review was as follows:

Governing Body Members	21 April 2006	28 July 2006	25 August 2006	17 November 2006	14 December 2006
S. Gumbi	√	√	√	√	√
M. Hlophe ▲	√	√	*	*	*
P.Q. Magagula	√	√	-	√	√
D. Dlamini	√	√	√	√	√
J. Gwebu	√	√	√	√	√
B. Mvubu	√	-	√	√	-
J. Shilubane	√	-	-	√	-
C. Nkonyane	-	-	-	√	√
L. Ntshangase	-	√	√	√	√
T. Mlangeni	x	x	√	√	√
S.A. Dlamini	√	√	√	√	√
Attendance (%)	80	70	70	100	80

KEY

√	Present
x	Always on extended leave
-	Absent with apologies
	Non Scheduled Meeting
*	Replaced
▲	Standing in

Compared to the previous financial year the Governing Body maintained their schedule of 4 ordinary meetings. However, only one non scheduled meeting was held against 3 in the previous year. The attendance rate also improved from an average 75 percent in the previous year to 80 percent. It may be noted that the Governing Body was not able to meet in the 1st quarter as the process of appointing new members to replace the previous board whose term lapsed in December 2006 was being finalised.

1.3. Record of Committee meetings.

The Governing Body has three standing committees; Remunerations Committee, the Finance/Audit Committee and the Tender Committee. These committees ably assisted the Governing Body in executing its mandate.

1.4. Remunerations Committee

The Remunerations committee is responsible for Terms and conditions of service. Ms Bathobile Mvubu continued to chair the committee and members were Douglas Dlamini and Joseph Shilubane. Management representatives on this committee are the Executive Director and the Chief Financial Officer. During the year 2006/2007, the Subcommittee met four times compared to nine times in the previous year. Attendance of meetings was at 100% as shown below.

REMCO Members	06 Apr 06	10 Jul 06	08 Nov 06	06 Dec 06
B. Mvubu	√	√	√	√
J. Shilubane	√	√	√	√
D. Dlamini	√	√	√	√
S.A. Dlamini	√	√	√	√
J.P. Khumalo	√	√	√	√
Attendance (%)	100	100	100	100

KEY

√	Present
-	Absent with apologies

1.5. Finance/Audit Committee

The Finance/Audit committee is responsible for financial matters. It is chaired by Jimson Gwebu whilst Linda Ntshangase and Caleb Nkonyane are members. Management representatives in this committee are the Executive Director and the Chief Financial Officer.

During the year 2006/2007, the committee met four times, sharing the same frequency as previous years. Attendance at committee meetings is indicated in details below.

Audit/Finance Committee Members	06 Apr 06	10 Jul 06	08 Nov 06	06 Dec 06
J. Gwebu	√	√	√	-
C. Nkonyane	√	√	√	√
L. Ntshangase	√	√	√	√
S.A. Dlamini	√	√	√	√
J.P. Khumalo	√	√	√	√
Attendance (%)	100	100	100	100

KEY

√	Present
-	Absent with apologies

1.6. Tender Committee.

The main purpose of the tender Committee is to view and consider all tenders whose expenses exceed the limit set for the executive management. It is chaired by Linda Ntshangase with Dr. Patrick Magagula and Douglas Dlamini being committee members. As indicated below the Tender Committee met twice and recorded an average of 100%.

Tender Committee Members	06 Jul 06	26 Jul 06
L. Ntshangase	✓	✓
D. Dlamini	✓	✓
P.Q. Magagula	✓	✓
S.A. Dlamini	✓	✓
Attendance (%)	100	100

✓	Present
-	Absent with apologies

2.0 INSTITUTION BUILDING

The process to build the institution to achieve high standards in dispensing a speedy, effective, fair and accessible dispute prevention and resolution service continued even in the year under review.

Processes and initiatives undertaken in addressing the above included the refinement of procedures to operationalize the amendments to the Industrial Relations Act, which were initiated in August 2005. It also included the development of CMAC rules, formulation of a new strategic plan as well as the increasing of public awareness of CMAC services.

2.1 Amendments to the Industrial Relations Act

The year under review saw the process of implementing the amendments go through a full year cycle for the first time.

The Commission continued to refine the major processes that came with the amendments which include the dispute reporting section, issuance and rescission of default judgments as well as the development of CMAC rules.

Dispute reporting and screening

The refinement of our screening procedures was pursued intensely during the year under review to ensure only jurisdictional cases go through to our main processes.

Noticing that many parties referred disputes to CMAC before exhausting the internal structures, the screening procedure was reviewed and improved to arrest such problems at source. This resulted in a 7 percent reduction of reported cases for the year, as well as screening out of 28% of reported cases.

Issuance of Default judgements processes.

The introduction of the process of issuing default judgements against defaulting parties in the legislation was to ensure that disputes are handled to finality with great speed.

As indicated in the table below, default judgements issued increased from 46 to 107, with 55 being rescinded back to conciliation. This caused an increase on the conciliation sittings of those cases. 52 cases were not rescinded leading to finalization of the reported cases.

Table 1

Year	Total	DJs Granted	Rejections	DJs upheld	DJs Rescinded
2005/6	46	44	2	20	24
2006/7	121	107	14	52	55

However, the introduction of this process has also brought about new legal challenges. More than 34 of the non-rescinded default judgements were taken to the High Court for review, forcing the disadvantaged party to incur more expenses from his already depleted resources in the litigation. In most cases the affected employee is not able to pay for these expenses. Also, where the review is opposed the matter ends up dragging for a few months in court.

The Commission is not spared from this extended process. As it is now and again required to either defend its decision and or be required to produce transcripts for the court. The few cases that are successfully reviewed return to CMAC to conciliate again.

2.2 CMAC rules

The year under review was concluded with the process of developing CMAC rules as work in progress recorded. The Labour Advisory Board (LAB) continued to analyse the draft rules presented to them and the Commission was called to make a presentation on the sections that required further clarity.

2.3 Strategic plan

A new strategic plan embracing more proactive initiatives was developed in line with the current life stage of CMAC now in the dynamic phase. In ensuring continuity all initiatives pursued under the previous strategic plan were intensively evaluated with continuing activities carried over to the new strategy as part of the reactive component. New objectives to embrace the transformation coming with the amendments to the Industrial Relations Act were developed as follows:

- ◆ Awareness and Training
- ◆ Marketing the organisation
- ◆ Funding
- ◆ Systems and information
- ◆ CMAC people
- ◆ Service

2.4 Registration of Memorandums in the Industrial Court

Another requirement which came with the amendments to the Industrial Relations Act was that CMAC should register memorandums reached by parties at conciliation in Court, so that they may become an order of court and be easily enforceable.

157 memorandums of agreement were registered in court in the year under review. However, this requirement is found to be cumbersome to CMAC and causing so much strain on its resources. Further, it appears to be consuming too much time of the court and may probably need to be reviewed.

3.0. DISPUTE RESOLUTION

3.1 REPORTED CASES

CMAC became operational in 2001, and the trend of reported cases has been tracked since then. Over the years reported cases have been showing a remarkable increase, mainly attributable to the amendments of the Industrial Relations Act of 2005 which allowed disputants to report cases directly at CMAC, and on a daily basis.

The table below shows a record of reported cases for the past six years.

Table 2

Year	Reported Cases
2002	1301
2003	1351
2004	1418
2005	1545
2006	2972
2007	2757

Compared to last year, the number of reported cases has dropped slightly. This is attributable to several factors with the notable ones being the increased awareness of CMAC processes and requirements for reporting disputes by parties as well as the improved screening process. However, there was a marginal decrease in reported cases which was only recognised on paper as the overall number of cases handled remained relatively the same. This was due to an additional 55 cases that were rescinded back to conciliation in the course of the year under review.

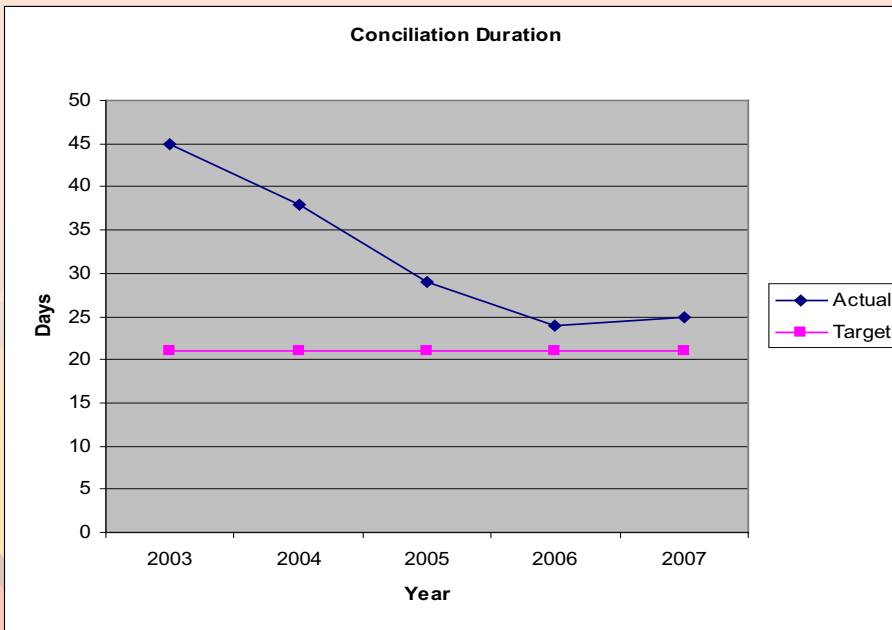
Compared to last year, the number of cases conciliated per day increased from 7 cases to 8 cases in the year under review. The increase in conciliated cases is mostly attributed to the growth of the conciliation frequency as a result of rescinded cases which has resulted in some of the cases being conciliated more than four times.

Out of 2757 reported cases in the year under review, 777 cases were screened out as non-jurisdictional cases. This means that 28 percent of the reported cases were screened out. The remaining 72 percent (1980) of cases were considered jurisdictional and were processed by the Commission.

(i) Conciliations

An average of 8 conciliations per day was achieved with the average number of sittings per case standing at 3 when compared to 2.5 recorded the previous year. The average conciliation duration stands at 25 days compared to 29 days last year. The average conciliation duration was reduced, though still not close to the statutory 21 days. The decrease is mostly a result of the improved service efficiency in the case screening and delivery of notices for set downs. Also, the introduction of the issuance of default judgments has significantly improved attendance of conciliations on the first invitations thus increasing settlements at first instance.

Figure 1

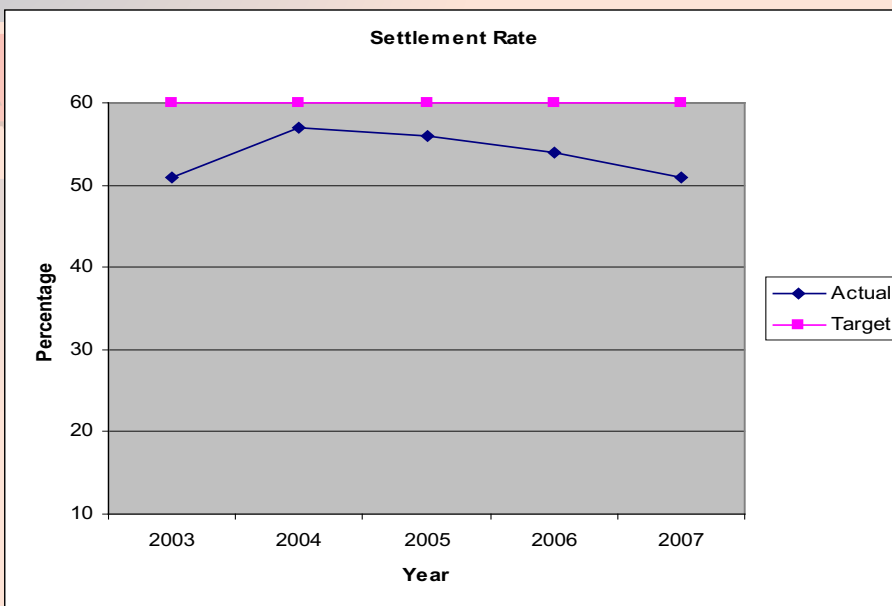


A payout of E4 million was achieved from the settlements made at conciliation this year compared to E3.5 million last year.

(ii) Settlement rate

The following table shows the trend of our settlement rate in the last three years. The settlement rate has continued to drop in the last three years. In the year under review a 3 percentage point decline to 51 percent from 54 percent last year was recorded. The decline may be as a result of the introduction of the provision to issue default judgments against defaulting parties.

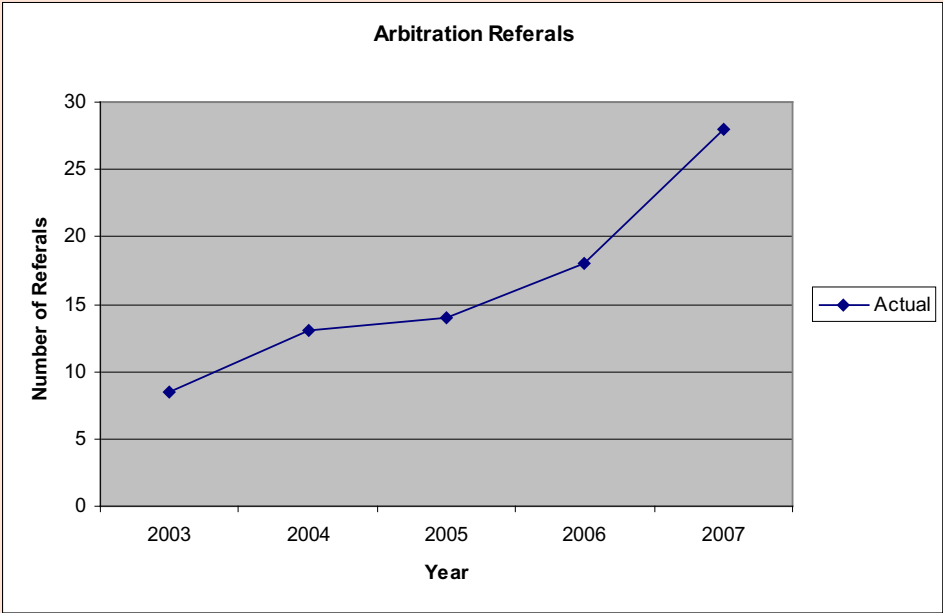
Figure 2



Further to that, as a result of parties growing confidence in the Commission and its processes, more people are opting to go for arbitration than settling their dispute at conciliation. As indicated in the graph (figure 3), referrals have grown by 10 percent compared to last year. Whilst the settlement at conciliation

has continued to decline, the finalization of cases at CMAC increased slightly as a result of the issuance of the default judgments and more arbitration awards.

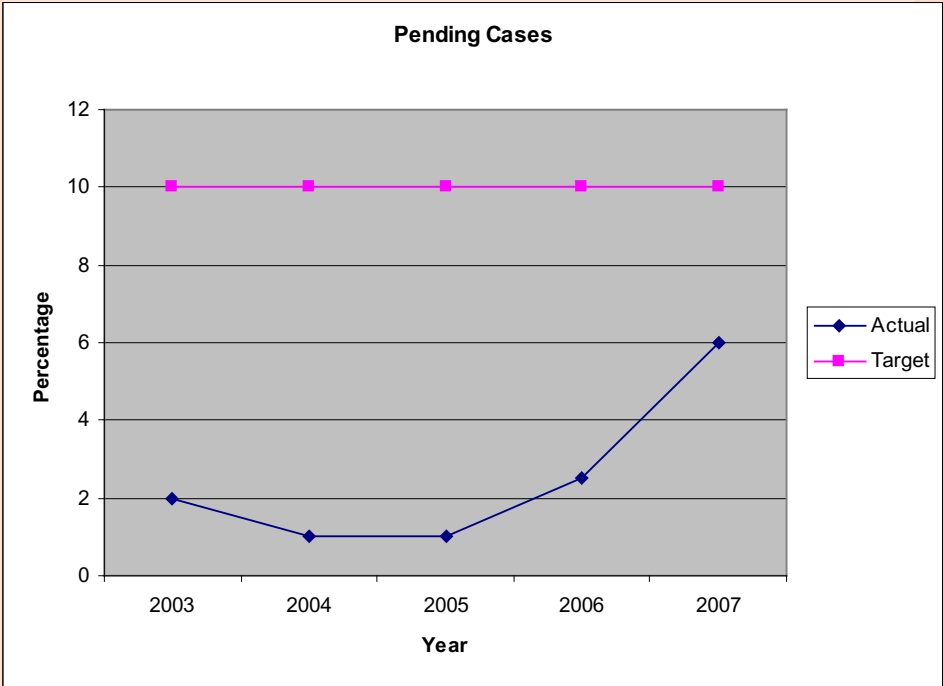
Figure 3



(iii) Cases backlog

Pending cases rose to 6 percent in the year under review as compared to 2.5 percent last year. The treshold of pending cases for the Commission is a maximum of 10 percent. It is therefore worth noting that the Commission performed within this threshold. However, compared to last year pending cases have risen by at least 3.5 percentage units. This is mainly attributable to the increase in the default judgements that are rescinded back to conciliation.

Figure 4



(iv) Arbitrations

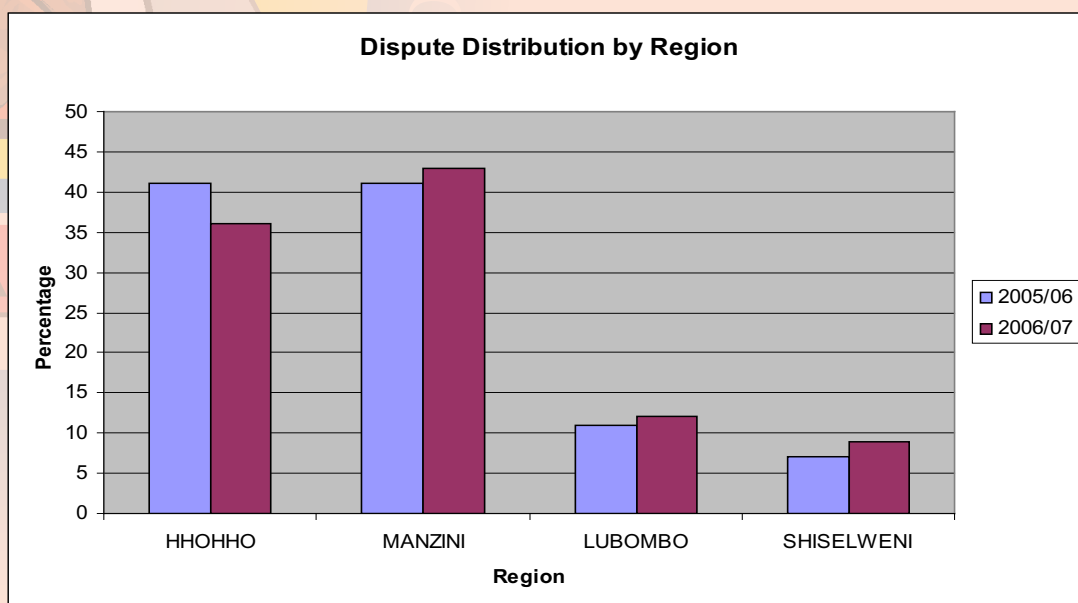
Unresolved cases referred to arbitration in the year under review have increased by 10 percentage units to 28 percent as compared to the previous year. In order to give a conspicuous view of the dispute referrals for the year under review, a table (table 3) showing referrals for each quarter is provided below:

	REFERRALS	COMMENTS
Apr - Jun 2006	23	
Jul - Sept 2006	34	Increased by 48%
Oct - Dec 2006	25	Decreased by 48%
Jan - Mar 2007	57	Increased by 128%
TOTAL	139	

Given that the law now allows CMAC to issue out default awards in matters where the employer fails to appear before the Commission. In the year under review, 124 default awards were issued out. Combined with parties who voluntarily refer cases to arbitration, a total of 263 cases were arbitrated.

The total number of settlements reached in arbitration awards for cases with tangible amounts was approximately E400 000.00 (Four Hundred Thousand Emalangi).

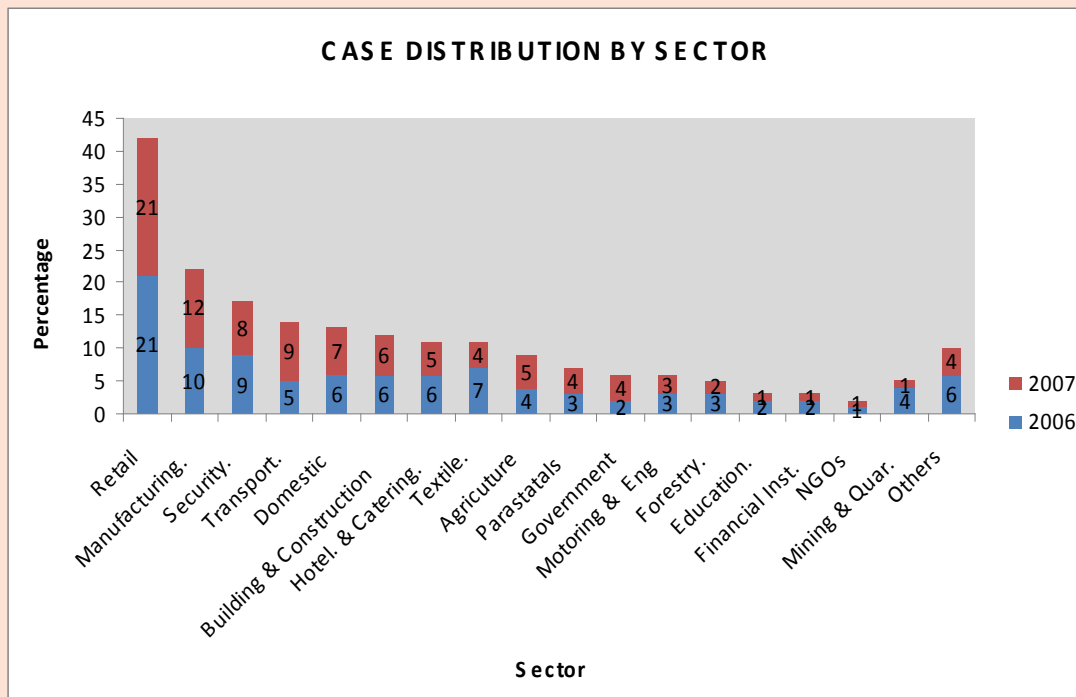
4.0. DISPUTE DISTRIBUTION BY REGION



From the above diagram it is notable the Manzini region surpassed the Hhohho region on case-load after having achieved a parity of 41 percent last year. Shiselweni grew to 9 percent, with Lubombo growing to 12 percent.

However, compared to last year, there has been a decrease of 5 percent in the Hhohho region, an increase of 2 percent in the Manzini region, an increase of 2 percent in the Shiselweni region and an increase of 1 percent in the Lubombo region.

5.0 DISPUTE DISTRIBUTION BY SECTOR

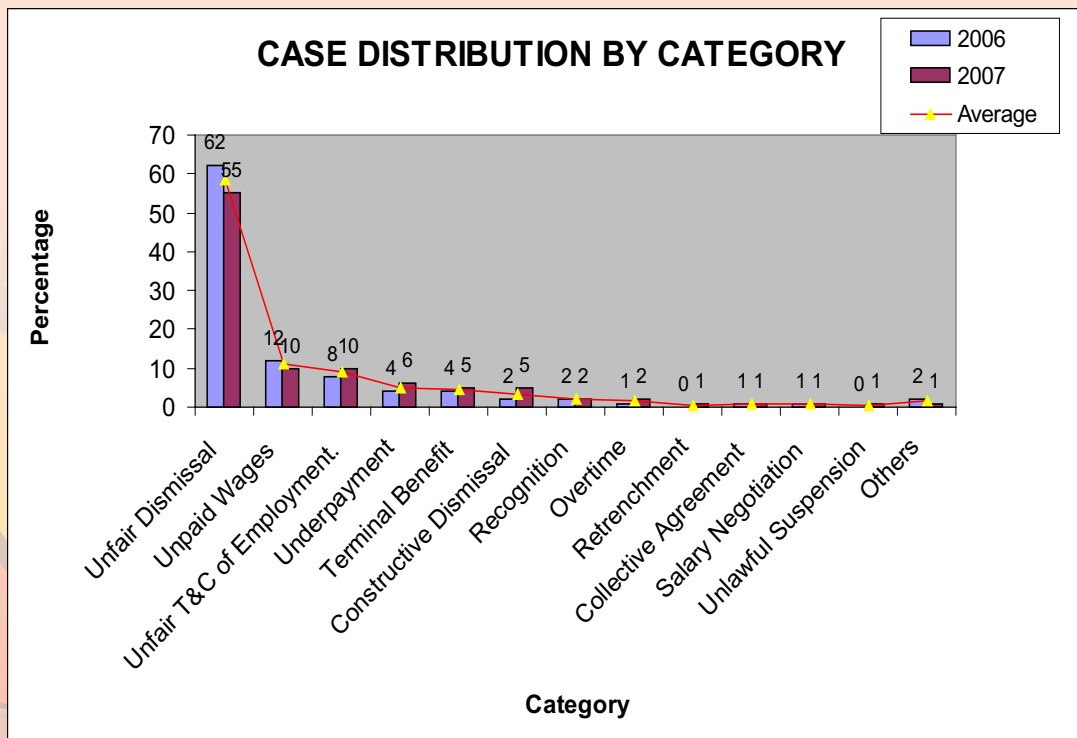


The distribution of cases by employment sector has remained fairly unchanged. The retail sector continues to dominate the distribution followed by manufacturing. Also, the Commission noted the following sectors, which are in the top eight; transport, security, domestic workers, building & construction, hotel & catering and agriculture. Compared to last year, the only change in the top eight sectors was brought about by the replacement of the textile and apparel industry sector by the agricultural sector.

The Commission has seen an increase as well in reported domestic workers' cases. This is attributed to the amendments to the Act, and more informed public from the radio programme ran to educate them of their rights on industrial and labour issues.

In the year under review, 3 new industry sectors were introduced. These are Funeral undertaking, Pre-Schools and Micro and Money-Lending. Despite showing less activity, these have had a bearing on the other sectors falling outside the top eight as they have decreased cases falling under the other category.

6.0 DISTRIBUTION OF CASES BY DISPUTE



Over the years, dominating issues under this category have been those of unfair dismissal. Issues in this category are consistent, save for the addition of discrimination cases, which are reported though the numbers are not so high.

7.0 DISPUTE PREVENTION

The dispute prevention and resolution process seeks to assist parties in the employment relationship to settle their grievances peacefully with minimum disruption of work. Although disputes will from time to time occur, dispute prevention assumes that disputes can be managed and prevented. The effective prevention of disputes remains the core of sound labour relations and in creating a conducive environment for efficiency, economic growth and development. CMAC in realising this, developed a dispute prevention manual, aimed at assisting employers and employees prevent and manage disputes at the workplace.

7.1 DISPUTE PREVENTION MANUAL

The Dispute Prevention Manual was developed and presented to the tripartite and the sponsor (European Union) for approval. The tripartite made their input and thereafter adopted the manual. The manual is currently with the printers, and will be released upon completion.

8.0 STRIKES AND PROTEST ACTION

Illegal strikes continue to be relatively high causing some agitation of the industrial relations climate. This year the total number of illegal strikes was fifteen compared to sixteen last year.

Under the year being reviewed, we have also seen a number of protest actions by disgruntled employees on issues ranging from salary structures, job evaluations, salary adjustment. Most of the above were not pursued through the legal structures set where conciliation is sought first before embarking on the protest action.

9.0 OTHER PROCESSES

The table below shows other processes conducted by the Commission in addition to conciliation, mediation and arbitration.

Processes	Number	People involved
Verification count	2	293
Training	2	40
Subpoenas	22	22
Workshop presentations	4	86
Ballots		210
TOTAL	33	651

10.0 HUMAN RESOURCES

10.1 Staff Complement

Full time staff complement remained unchanged at 29. There was one resignation and one termination, both of whom were successfully replaced. Two attaches were recruited and placed in the dispute reporting section.

The recruitment that was conducted above saw the gender balance being altered as shown in the table below.

Level	Gender	Number	Totals
Management	Male	3	6
	Female	3	
Professional staff	Male	4	7
	Female	3	
Support staff	Male	6	16
	Female	10	
Part-time Commissioners	Male	10	16
	Female	6	

10.2 Industrial Relations

The Commission granted recognition to the Conciliation, Mediation and Arbitration Workers Organisation (CMACWO) to provide a collective voice on behalf of employees in negotiating terms and conditions of employment.

10.3 Capacity Building

Increasing the capacity of the Commission's staff has remained as one of our critical focal areas as a service organisation. Several training courses were arranged for our staff in this regard and is indicated in detail in the table below.

10.4 CMAC Training

COURSE	PEOPLE TRAINED
CMAC Rules	18
Dispute prevention	24
Conciliation Course	12
Website management	3
Computer training	2
Communication & reporting skills	2
Strategic management	1
Time stress management	2
Team Building	2

11.0 KNOWLEDGE MANAGEMENT

11.1 Introduction

As a young institution, the Commission has realized that Knowledge Management is one of the most vital and versatile components in today's business and corporate environment. The value of gaining awareness of the resources at one's disposal and harnessing them to ensure optimal utilization for the continued growth and efficiency of the organization may not be over-emphasized. In realization of the above the Commission has pursued several initiatives to promote its growth, communication and preservation.

11.2 Infrastructure Upgrade

In bridging the digital divide, the Commission has incorporated information technology as a crucial and embracing strategic element in its operations. In this regard, the Commission has reinforced its information technology infrastructure with high range dedicated servers to manage the different information technology systems used in the Commission. These systems include email, internet, intranet, CMAC website and the Case Management System. All the regional and satellite offices are now equipped with wireless network to promote resource sharing and also prepare them to join the CMAC IT network. This endeavour will not only improve service de-

livery to stakeholders but also the working environment for employees.

11.3 Internet and Intranet Facilities

The internet is one of the critical tools for successful knowledge management. In ensuring that this tool is put into optimum use, all employees of the Commission have been linked to these facilities to access free search for information or research. Employees can search for cases, court rulings and judgments online.

Employees have access to the CMAC intranet where all CMAC work documents such as forms, arbitration rulings, audio files and other documents can be accessed. They are also able to save and backup their individual work on the CMAC intranet. This is an information management initiative the Commission is trying to harness in its quest to promote the acquisition and storage of knowledge.

11.4 CMAC Website

The Commission established a comprehensive website (www.cmac.org.sz) providing a wide range of information on industrial relations in the country and at CMAC. This information includes Labour Legislation, Codes & Guidelines, Wages Regulations, CMAC forms and a notice board, where both weekly and monthly conciliation and arbitration rolls are displayed.

Since its creation in August last year the website has recorded hits from local and international clients which now exceeds 14000. These hits continue to increase day by day.

11.5 CMAC Library

The Commission continued to develop its library that was established in November 2003. Additional material was secured in the areas of unfair dismissal, arbitration hearings and employment relations management. The Commission also procured RSA journals on labour court judgments and the CCMA arbitration awards. These were for the period covering the last six years going forward. CMAC now receives them every month to remain up to date.

Additional resource material in the area of industrial relations, employment law and human law of contracts was donated by the American Embassy. In addition to this donation, the Library has been equipped with the latest computer equipment that has internet access to promote more research and networking with international partners.

11.6 Intellectual Capital

The Commission embraces the fact that employees hold tacit knowledge in the form of understanding the organization, organizational processes, clients and stakeholders. In tapping on this capital the Commission has ensured participatory teamwork in most of its activities and has also pursued several consultative forums especially in the development of its rules, and the dispute prevention policy. Several training initiatives were carried out to grow and nurture this knowledge resource.

12.0 Risk Assessment and Management

The Commission has experienced tremendous growth since it became fully operational in 2002. It grew from 17 to 29 employees. The introduction of the Industrial Relations amendments Act of 2005 has brought with it complex challenges in the Commission's operations which included the taking over of the dispute reporting function from the Department of Labour as well as the introduction of default judgements.

This expansion has exposed the Commission to numerous operational risks. As a result we have seen dubious individuals waylaying people coming to report their cases to the commission and pretending to be assigned to attend to their needs.

Some of these individuals presented themselves to the public and employers as CMAC officials mandated to deal with such issues outside of the standard CMAC premises in the regions. In the process they force employers to settle the matter before reaching the major office.

Several strategic interventions were set up to tighten our policies in the attached areas and provide quick fix solutions. A holistic approach to help identify root causes and provide a comprehensive risk management programme was also started in the course of this year under review.

13. CHALLENGES

13.1 Marketing CMAC

There is still a need for robust marketing of the Commission to explain new processes, and how people can best utilise the services of the Commission. This is evident when you look at the number of non jurisdictional cases that are screened out as well as the number of illegal strikes pursued. In the previous year, 841 cases were screened out and in the year under review, 777 cases were screened out as non jurisdictional cases. This is 28% of the reported cases.

13.2 Rescissions and Default judgments

The process of issuing default judgements and their rescissions thereof has added a burden to CMAC processes in respect of additional costs and time for handling the same case again. Secondly, in the instances where the default judgement is upheld and taken for review in the High Court the matter drags for a long time and incurs high litigation expenses that most employees cannot afford. The finality intended by the drafters is also washed away as the matter drags for several months in court.

13.3 Arbitration Awards

The arbitration process is becoming riddled with numerous postponements and other legalities including the delayed filing of formal closing arguments. As a result, matters are starting to drag for months without an outcome.

With the current structures and resources the Commission remains poised to attach the challenges enlisted above and continue to play a pivotal role in ensuring the optimal marketing and utilization of alternative dispute resolution as an aspect of choice in solving labour matters.



CONCILIATION MEDIATION AND ARBITRATION COMMISSION (CMAC)

FINANCIAL STATEMENTS

for the year ended 31 March 2007



FINANCIAL STATEMENTS

for the year ended 31 March 2007

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GOVERNING BODY'S RESPONSIBILITY STATEMENT

for the year ended 31 March 2007

Governing Body's responsibility for the financial statements

The Governing Body of CMAC is responsible for the preparation of the financial statements, comprising the balance sheet at 31 March 2007, the income statement, the cash flow statement for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, and the Governing Body's report, as set out on pages 4 to 17, in accordance with the stated accounting policies.

The Governing Body's responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of these financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

The Governing Body's responsibility also includes maintaining adequate accounting records and an effective system of risk management, as well as the preparation of the supplementary schedules included in these financial statements.

The Governing Body has made an assessment of the commission's ability to continue as a going concern and there is no reason to believe the organisation will not be a going concern in the year ahead.

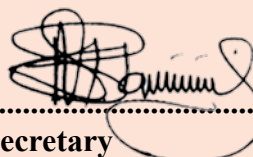
The auditor is responsible for reporting on whether the financial statements have been prepared, in all material respects, in accordance with the basis of accounting as set out in the notes to the financial statements.

Approval of the financial statements

The financial statements were approved by the Governing Body on 26 October 2007 and signed on its behalf by:



.....
Chairperson



.....
Secretary

26 October 2007

**Report of the independent auditors
To the Minister of Enterprise and Employment in terms of Section 71 of the
Industrial Relations Act, 2000**

We have audited the financial statements of Conciliation Mediation and Arbitration Commission, which comprise the balance sheet at 31 March 2007, the income statement and cash flow statement for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, and the Governing Body's report, as set out on pages 4 to 16.

Governing Body's responsibility for the financial statements

The Governing Body is responsible for the preparation of these financial statements in accordance with the basis of accounting as set out in the notes thereto. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers, internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

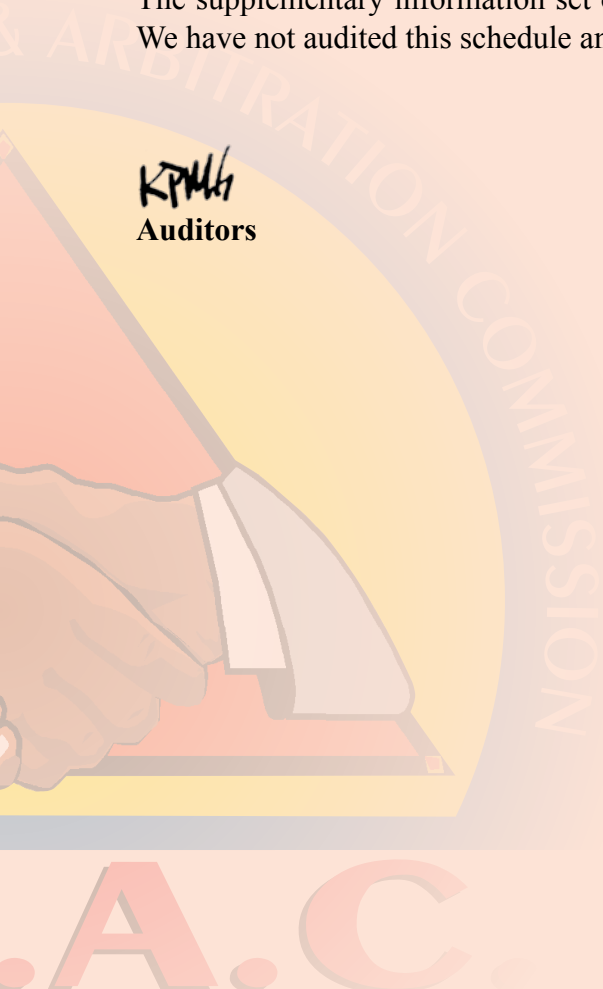
Opinion

In our opinion these financial statements have been prepared in all material respects, in accordance with the basis of accounting as set out in the notes to the financial statements.

Other matters

The supplementary information set out on page 17 does not form part of the financial statements. We have not audited this schedule and we do not express an opinion on it.

KPMG
Auditors



REPORT OF THE GOVERNING BODY

for the year ended 31 March 2007

The Governing Body has pleasure in presenting their final report for the year ended 31 March 2007.

Establishment and objectives

The Commission was established in terms of legal notice 151 of 2000 in accordance with the provisions of the Industrial Relations Act 2000 (Act No. 1 of 2000) and started operating in January 2001. The current Governing Body was appointed with effect from 1 January 2007.

The objectives of the Commission are:

- To ensure a speedy resolution of labour disputes;
- To enhance an amicable resolution and prevention of labour disputes;
- To promote and transfer skills amongst the Commission's employees;
- To demonstrate high levels of integrity in handling disputes; and
- To promote fairness and equity in industrial relations.

Operations

The principal activity of the Commission is to resolve labour disputes speedily. The Commission is an independent body that provides a dispute resolution and prevention mechanism that is effective, fair, affordable and accessible.

Financial results

The results of the Commission for the year are fully disclosed in the attached financial statements.

Governing Body

Lindiwe Khumalo-Matse Chairperson (Appointed 1 January 2007)
Sikhomba Gumbi Chairperson (Term of office expired 31 December 2006)
Siphephiso Dlamini Secretary
Caleb Nkonyane
Linda Ntshangase (Term of office expired 31 December 2006)
Jimson Gwebu
Joseph Shilubane (Term of office expired 31 December 2006)
Petros Magagula
Douglas Dlamini (Term of office expired 31 December 2006)
Bathobile Mvubu
Teresa Mlangeni (Appointed 1 September 2006)
Mduduzi Hlophe (Appointment terminated 1 September 2006)
Archie Sayed (Appointment effective 1 January 2007)
Dumisani Masilela (Appointment effective 1 January 2007)
Musa Dlamini (Appointment effective 1 January 2007)

REPORT OF THE GOVERNING BODY
for the year ended 31 March 2007 (continued)

Auditors

KPMG Chartered Accountants (Swaziland)
2nd Floor
Imfumbe Building
Mahlokohla Street
Mbabane

Business address

1st Floor
Mbabane House
Corner of Gwamile and Mahlokohla Streets
Mbabane

Postal address

P O Box 3942
Mbabane

Subsequent events

There are no events which have occurred between the accounting date and the date of this report which have a material impact on these financial statements.

SIGNIFICANT ACCOUNTING POLICIES

1. Basis of preparation

The financial statements of the Commission are prepared in accordance with the accounting policies as set out below:

2. Basis of presentation

The financial statements are presented in Swazi Emalangenzi rounded to the nearest one. They are prepared on the historical cost basis and incorporate the following principal accounting policies, which are consistent with those of the previous year.

3. Property, plant and equipment

(i) Owned assets

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

(ii) Leased assets

Leases in terms of which the Commission assumes substantially all the risks and rewards of ownership are classified as finance leases. Plant and equipment acquired by way of finance leases is stated at an amount equal to the lower of its fair value and the present value of the minimum lease payments at inception of the lease, less accumulated depreciation and impairment losses. The interest expense component of finance lease payments is recognised in the income statement using the effective interest rate method.

(iii) Depreciation

Depreciation is charged on a straight line basis over the estimated useful lives of the assets.

The rates of depreciation used are as follows:

Computers	33 1/3%
Motor vehicles	20%
Furniture and fittings	10%
Office equipment	10%

4. Grants

Grants are not recognised until there is reasonable assurance that the grants will be received by the Commission and that the Commission will comply with the conditions applying to the grants. Grants are recognised in the income statement on a systematic basis matching them with the related costs for which the grants are intended to compensate. The balance of grants received but not shown as income is classified as deferred income.

SIGNIFICANT ACCOUNTING POLICIES (continued)

5. Accounts receivable

Accounts receivable are stated at their cost less impairment losses.

6. Provisions

A provision is recognised in the balance sheet when the Commission has a legal and constructive obligation as a result of a past event, and it is probable that an outflow of economic benefit will be required to settle the obligation.

7. Accounts payable

Accounts payable are stated at their cost.

8. Impairment

The carrying amounts of the Commission's assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such indication exists, the assets recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount.

9. Comparative figures

Comparative figures have been restated, where necessary, to afford a proper comparison.

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

BALANCE SHEET

at 31 March 2007

	Note	2007 E	2006 E
ASSETS			
Non-current assets			
Property, vehicles and equipment	2	1 693 854	1 189 856
Current assets			
Accounts receivable	3	37 513	44 088
Investments in unit trust funds	4	4 030 890	2 921 574
Cash at bank and on call		79 195	1 271 704
		<hr/>	<hr/>
		4 147 598	4 237 366
		<hr/>	<hr/>
Total assets		<u>5 841 452</u>	<u>5 427 222</u>
EQUITY AND LIABILITIES			
Deferred grant income	5	5 238 552	4 991 622
Non current liabilities			
Long term interest-bearing liabilities	6	132 014	104 505
Current liabilities			
Accounts payable and accruals	7	385 538	309 996
Current portion of interest-bearing liabilities	6	85 348	21 099
		<hr/>	<hr/>
		470 886	331 095
		<hr/>	<hr/>
Total equity and liabilities		<u>5 841 452</u>	<u>5 427 222</u>

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

INCOME STATEMENT

for the year ended 31 March 2007

	Note	2007 E	2006 E
Income			
Grants received		5 601 643	4 807 002
Other income		66 373	114 699
		<u>5 668 016</u>	<u>4 921 701</u>
Expenditure			
Part-time Commissioners' allowances		301 374	280 806
Salaries and wages		3 195 517	2 677 415
Other expenses		2 454 676	2 122 319
		<u>5 951 567</u>	<u>5 080 540</u>
Operating deficit before financing income	1	(283 551)	(158 839)
Interest received		311 771	172 842
Finance charges		(28 220)	(14 003)
		<u>-</u>	<u>-</u>
Net operating deficit for the year		<u><u>-</u></u>	<u><u>-</u></u>

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

CASH FLOW STATEMENT

for the year ended 31 March 2007

	Note	2007 E	2006 E
Cash flows from operating activities			
Cash utilised by operating activities	8.1	(5 560 259)	(4 767 161)
Interest received		311 771	172 842
Finance charges		(28 219)	(14 003)
		<hr/>	<hr/>
<i>Cash utilised in operating activities</i>		(5 276 707)	(4 608 322)
		<hr/>	<hr/>
Cash flows from investing activities			
Proceeds from disposals of vehicles and equipment		60 563	175 832
Additions to vehicles and equipment		(807 380)	(789 907)
Increase in investments in Lilangeni Fund		(1 109 316)	(1 509 173)
		<hr/>	<hr/>
<i>Cash utilised in investing activities</i>		(1 856 133)	(2 123 248)
		<hr/>	<hr/>
Cash flows from financial activities			
Grants received		5 848 573	7 972 240
Increase in long term liabilities	8.2	91 758	4 623
		<hr/>	<hr/>
<i>Cash available from financial activities</i>		5 940 331	7 976 863
		<hr/>	<hr/>
(Decrease)/increase in cash and cash equivalents		(1 192 509)	1 245 293
Cash and cash equivalents at beginning of year		1 271 704	26 411
		<hr/>	<hr/>
Cash and cash equivalents at end of year		79 195	1 271 704
		<hr/> <hr/>	<hr/> <hr/>

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2007

2007
E

2006
E

1. Net deficit before financing income

Net deficit before financing income has been arrived at after charging the following items:-

Audit fees – current year	10 248	-
Depreciation of property, vehicles and equipment	301 802	252 520
	=====	=====

2. Property, vehicles and equipment 2007

Owned assets

	Cost 2007 E	Accumulated depreciation 2007 E	Book value 2007 E
Motor vehicles	-	-	-
Computer equipment	703 476	(414 343)	289 133
Furniture and fittings	752 028	(168 736)	583 292
Office equipment	642 023	(168 318)	473 705
	-----	-----	-----

2 097 527 (751 397) 1 346 130

Leased assets

Motor vehicles	409 012	(61 288)	347 724
	-----	-----	-----

Total 2 506 539 (812 685) 1 693 854

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2007 (continued)

2. Property, vehicles and equipment (continued)

	Cost 2006	Accumulated depreciation 2006	Book value 2006
2006			
<i>Owned assets</i>			
Motor vehicles	94 859	(85 373)	9 486
Computer equipment	425 745	(292 334)	133 411
Furniture and fittings	644 428	(101 189)	543 239
Office equipment	493 332	(111 699)	381 633
	<u>1 658 364</u>	<u>(590 595)</u>	<u>1 067 769</u>
<i>Leased assets</i>			
Motor vehicles	135 652	(13 565)	122 087
	<u>135 652</u>	<u>(13 565)</u>	<u>122 087</u>
Total	<u><u>1 794 016</u></u>	<u><u>(604 160)</u></u>	<u><u>1 189 856</u></u>

Movement in property, vehicles and equipment

	Opening net book value E	Additions E	Disposals E	Depre- ciation E	2007 Closing net book value E
<i>Owned assets</i>					
Motor vehicles	9 486	-	(1 580)	(7 906)	-
Computer equipment	133 411	277 731	-	(122 009)	289 133
Furniture and fittings	543 239	107 599	-	(67 546)	583 292
Office equipment	381 633	148 690	-	(56 618)	473 705
	<u>1 067 769</u>	<u>534 020</u>	<u>(1 580)</u>	<u>(254 079)</u>	<u>1 346 130</u>
<i>Leased assets</i>					
Motor vehicles	122 087	273 360	-	(47 723)	347 724
	<u>122 087</u>	<u>273 360</u>	<u>-</u>	<u>(47 723)</u>	<u>347 724</u>
Total	<u><u>1 189 856</u></u>	<u><u>807 380</u></u>	<u><u>(1 580)</u></u>	<u><u>(301 802)</u></u>	<u><u>1 693 854</u></u>

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2007 (continued)

	2007 E	2006 E
3. Accounts receivable		
Trade receivables	-	15 664
Rent deposits	17 140	13 160
Other	20 373	15 264
	<hr/>	<hr/>
	37 513	44 088
	<hr/> <hr/>	<hr/> <hr/>
4. Investments in unit trust funds		
African Alliance – Lilangeni Fund	4 030 890	2 921 574
	<hr/> <hr/>	<hr/> <hr/>
The investment is earning interest at variable rates dependent upon the overall returns generated by the fund.		
5. Deferred grant income		
5.1 Government of the Kingdom of Swaziland		
Balance at the beginning of the year	4 775 283	1 597 489
Received current year	5 810 940	7 878 940
	<hr/>	<hr/>
Appropriated against current year expenditure	10 586 223 (5 535 418)	9 476 429 (4 701 146)
	<hr/>	<hr/>
Balance at end of year	5 050 805	4 775 283
	<hr/>	<hr/>
5.2 Government of the United States of America		
Balance at the beginning of the year	2 578	18 578
Appropriated against depreciation in the current year	(2 578)	(16 000)
	<hr/>	<hr/>
Balance at end of year	-	2 578
	<hr/>	<hr/>

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2007 (continued)

	2007 E	2006 E
5. Deferred grant income (continued)		
5.3 Government of the Peoples Republic of China on Taiwan		
Balance at beginning of year	148 761	210 317
Appropriated against current year expenditure	(61 556)	(61 556)
Balance at end of year	<u>87 205</u>	<u>148 761</u>
5.4 Other grants		
Received – current year	-	93 300
Appropriated against current year expenditure	-	(28 300)
Balance at end of year	<u>65 000</u>	<u>65 000</u>
5.5 ILO/ILSSA Grant		
Grant received during the year	37 633	-
Appropriated against current year expenditure	(2 091)	-
	<u>35 542</u>	<u>-</u>
Total deferred grants at end of year	<u>5 238 552</u>	<u>4 991 622</u>
6. Long term interest-bearing liabilities		
Finance lease		
Nedbank (Swaziland) Limited	217 362	125 604
Current portion of finance lease	(85 348)	(21 099)
	<u>132 014</u>	<u>104 505</u>

The lease is repayable in monthly instalments and bears interest at the bank prime lending rate.

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2007 (continued)

	2007 E	2006 E
7. Accounts payable and accruals		
Unpaid staff costs		
Gratuity	185 769	160 534
Pay As You Earn	115	690
Other		3 634
Accruals	199 653	145 138
	<hr/>	<hr/>
	385 537	309 996
	<hr/> <hr/>	<hr/> <hr/>
8. Notes to the cash flow statements		
8.1 Cash utilised by operating activities		
Operating deficit before financing income	(283 552)	(158 839)
Adjustment for:		
Grants appropriated	(5 601 643)	(4 807 002)
Depreciation	301 802	252 520
Profit from sale of asset	(58 982)	(73 132)
Decrease/(increase) in accounts receivable	6 575	(27 954)
Increase in accounts payable	75 541	47 246
	<hr/>	<hr/>
	(5 560 259)	(4 767 161)
	<hr/> <hr/>	<hr/> <hr/>
8.2 Increase in long term liabilities		
Balance at beginning of year	125 604	120 981
Finance lease repaid	(181 602)	(131 029)
New finance lease acquired	273 360	135 652
	<hr/>	<hr/>
	217 362	125 604
	<hr/> <hr/>	<hr/> <hr/>

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2007 (continued)

9. Related parties

Related parties includes the Swaziland Government – Ministry of Enterprise and Employment.

Details of funding received from the government are set out in note 5.1.

10. Financial instruments

Financial assets of the Commission include cash and accounts receivables. Financial liabilities of the Commission include accounts payable. Accounting policies for financial assets and liabilities are set out on pages 5 and 6.

Interest rate risk

The interest rates applicable to the Commission on its investment in unit trust funds and interest-bearing liabilities are disclosed in notes 4 and 6 to the financial statements respectively.

Credit risk

Credit risk represents the accounting loss that would be recognised at the reporting date if counterparties failed completely to perform as contracted. The Commission does not have significant exposure to any individual customer or counterparty. To reduce exposure to credit risk, the Commission performs ongoing credit evaluations of the financial condition of its customers but generally does not require collateral. The Commission invests available cash and cash equivalents with various financial institutions. The Commission is exposed to credit-related losses in the event of non-performance by counterparties to financial instruments. Management does not expect any counterparty to fail to meet its obligations.

Fair value

The fair value of cash, accounts receivable, and accounts payable, are not materially different from their carrying amounts.

11. Commitments

	2007 E	2006 E
Salary review exercise		
- approved budget	126 000	-
- expenditure during the year	(88 782)	-
Balance at 31 March 2007	<u>37 218</u>	<u>-</u>
	=====	=====

The balance at 31 March 2007 will be spent in the 2007/08 financial year on the job grading and evaluation training phase of the exercise.

CONCILIATION MEDIATION AND ARBITRATION COMMISSION

DETAILED INCOME STATEMENT

for the year ended 31 March 2007 (continued)

	2007 E	2006 E
Income		
Grant income	5 601 643	4 807 002
Interest received	311 771	172 842
Sundry income	7 391	41 567
Profit on sale of asset	58 982	73 132
	<u>5 979 787</u>	<u>5 094 543</u>
Expenses		
Audit fees	10 248	-
Advertising and promotions	69 087	68 411
Bank charges	43 965	29 655
Cellphone expenses	31 448	36 673
Cleaning and teas	31 477	22 056
Computer expenses	134 756	74 873
Commissioners' allowances	301 374	280 806
Consultancy fee	18 784	40 105
Courier and postage	3 559	3 494
Depreciation	301 802	252 520
Electricity and water	45 805	35 683
Entertainment expenses	4 569	3 130
Finance charges	28 219	14 003
General expenses	4 546	3 208
Governing Body allowances	139 543	120 136
Insurance	60 116	45 102
Internet services	75 802	17 749
Legal fees	74 423	14 430
Motor vehicle expenses	77 043	75 953
Printing and stationery	253 112	250 096
Professional fees	179 386	100 654
Rent paid	489 123	342 111
Repairs and maintenance	90 877	199 997
Salaries and wages	3 195 518	2 677 415
Staff training	8 151	30 517
Subscriptions	22 516	19 826
Telephone and facsimile	178 917	188 708
Training and conference	27 195	76 681
Travel and accommodation	78 426	70 551
	<u>5 979 787</u>	<u>5 094 543</u>
Net operating deficit for the year	<u>-</u>	<u>-</u>

