

Vote 4

Government Communication and Information System

Budget summary

R million	2021/22				2022/23	2023/24
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation						
Administration	176.0	174.2	0.1	1.8	178.5	179.0
Content Processing and Dissemination	449.0	200.8	246.4	1.8	406.2	407.4
Intergovernmental Coordination and Stakeholder Management	124.7	123.2	0.0	1.5	125.3	125.4
Total expenditure estimates	749.7	498.2	246.4	5.0	710.0	711.9

Executive authority: Minister in the Presidency
 Accounting officer: Director-General of Government Communication and Information System
 Website: www.gcis.gov.za

The Estimates of National Expenditure is available at www.treasury.gov.za. Additional tables in Excel format can be found at www.treasury.gov.za and www.vulekamali.gov.za.

Vote purpose

Provide a comprehensive communication service on behalf of government to facilitate the involvement of the majority of South Africans in governance, reconstruction and development, nation building, and reconciliation.

Mandate

The mandate of the Government Communication and Information System is derived from section 195(g) of the Constitution, which stipulates that the public should be provided with information that is timely, accurate and accessible. This is in support of the constitutional principles of freedom of expression, and transparent and open governance. The department is responsible for providing strategic leadership and coordinating government communication to ensure that the public are informed, and have access to government programmes and policies that benefit them.

Selected performance indicators

Table 4.1 Performance indicators by programme and related priority

Indicator	Programme	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of cluster reports on perceptions of government delivery and performance reports issued per year	Content Processing and Dissemination	Priority 1: A capable, ethical and developmental state	10	10	10	10	10	10	10
Number of copies of Vuk'uzenzele newspaper published per year	Content Processing and Dissemination		23.5m	23m	19.35m	18.7m	15.3m	15.3m	15.3m
Number of radio products and services provided per year	Content Processing and Dissemination		288	72	271	400	400	400	400
Number of video services provided per year	Content Processing and Dissemination		652	741	750	600	550	550	500
Number of photographic services provided per year	Content Processing and Dissemination		537	593	525	400	400	400	400
Number of graphic designs completed per year	Content Processing and Dissemination		503	737	671	400	400	400	400
Percentage of media briefings supported from requests received from government departments per year	Intergovernmental Coordination and Stakeholder Management		100% (133)	100% (95)	90% (90)	100%	100%	100%	100%
Number of community and stakeholder liaison visits per year	Intergovernmental Coordination and Stakeholder Management		1 959	1 747	1 900	1 311	1 140	1 140	1 140
Number of development communication projects aligned with the government communication programme per year	Intergovernmental Coordination and Stakeholder Management		1 727	1 683	1737	1 140	1 140	1 140	1 140
Number of marketing events per Thusong service centre per year	Intergovernmental Coordination and Stakeholder Management		511	464	334	159	119	119	119

Expenditure overview

Over the medium term, the Government Communication and Information System will continue to focus on providing and facilitating strategic government communication, and encouraging active citizen participation. It will support all government departments in conceptualising cohesive campaigns, developing communications strategies and content, disseminating information, and engaging stakeholders. The department will enhance its delivery of these core services by harnessing various communications structures, such as social media, to reach and provide information to more South Africans.

Expenditure for these activities is within the medium-term allocations to the *Content Processing and Dissemination* programme (R1.3 billion) and *Intergovernmental Coordination and Stakeholder Management* programme (R375.4 million), which together account for 75.6 per cent of the department's budget over the medium term. Transfers to the department's entities account for 34.6 per cent (R751.9 million) of its total budget over the period ahead.

The department will keep communities and stakeholders abreast of government's progress with the implementation of the district development model, which aims to improve the coherence and impact of development in 44 districts and 8 metropolitan municipalities across the country. To this end, the department will hold 1 140 community and stakeholder liaison visits and 1 140 development communication projects per year over the MTEF period. Spending for these activities is largely driven by goods and services items, which account for 16.9 per cent (R62.4 million) of the total budget in the *Intergovernmental Coordination and Stakeholder Management* programme.

The department's outreach programme makes use of talk shows on community radio and television stations, activations at taxi ranks and malls, commuter train blitzes, imbizos, and door-to-door campaigns. These activities allow the department to interact with communities, and often provide an early warning for any societal issues or discontent. The outreach programme is allocated R6.3 million in each year of the medium term in the *Provincial and Local Liaison* subprogramme in the *Intergovernmental Coordination and Stakeholder Management* programme. An amount of R50 million is further allocated to the *Products and Platforms* subprogramme in the *Content Processing and Dissemination* programme for the COVID-19 Vaccine rollout campaign in 2021/22.

To make the public aware of the opportunities created by government, in line with its key priorities, the department plans to publish 15.3 million copies of the Vuk'uzenzele newspaper per year over the medium term at an estimated cost of R75 million in the *Products and Platforms* subprogramme in the *Content Processing and Dissemination* programme.

Expenditure trends and estimates

Table 4.2 Vote expenditure trends and estimates by programme and economic classification

Programmes												
1. Administration												
2. Content Processing and Dissemination												
3. Intergovernmental Coordination and Stakeholder Management												
Programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24	2020/21 - 2023/24	2020/21 - 2023/24	
Programme 1	156.0	155.3	167.7	173.3	3.6%	24.5%	176.0	178.5	179.0	1.1%	24.4%	
Programme 2	362.2	375.7	389.9	422.1	5.2%	58.2%	449.0	406.2	407.4	-1.2%	58.2%	
Programme 3	101.1	112.7	118.1	129.7	8.6%	17.3%	124.7	125.3	125.4	-1.1%	17.4%	
Subtotal	619.3	643.7	675.6	725.1	5.4%	100.0%	749.7	710.0	711.9	-0.6%	100.0%	
Total	619.3	643.7	675.6	725.1	5.4%	100.0%	749.7	710.0	711.9	-0.6%	100.0%	
Change to 2020 Budget estimate				4.6			(13.5)	(84.0)	-			

Table 4.2 Vote expenditure trends and estimates by programme and economic classification

Economic classification	Audited outcome			Adjusted appropriation 2020/21	Average growth rate (%) 2017/18 - 2020/21	Average Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%) 2020/21 - 2023/24	Average Expenditure/ Total (%)
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
R million											
Current payments	386.9	404.1	427.3	506.6	9.4%	64.8%	498.2	453.0	453.1	-3.7%	66.0%
Compensation of employees	225.2	242.5	260.8	277.8	7.2%	37.8%	275.1	275.1	275.2	-0.3%	38.1%
Goods and services ¹	161.7	161.6	166.5	228.8	12.3%	27.0%	223.1	177.9	177.9	-8.0%	27.9%
of which:											
Advertising	1.0	4.4	2.7	59.6	284.5%	2.5%	54.2	4.4	4.4	-58.0%	4.2%
Computer services	13.5	12.8	16.3	16.1	5.9%	2.2%	16.3	16.9	16.9	1.7%	2.3%
Operating leases	55.4	53.4	53.2	61.8	3.7%	8.4%	60.1	61.3	61.5	-0.2%	8.4%
Property payments	9.0	8.7	9.5	10.7	5.8%	1.4%	11.1	11.5	11.6	2.5%	1.5%
Travel and subsistence	19.7	19.4	21.0	16.5	-5.8%	2.9%	17.1	17.9	18.0	3.1%	2.4%
Operating payments	35.6	35.6	25.7	33.0	-2.5%	4.9%	30.5	31.4	30.9	-2.2%	4.3%
Transfers and subsidies¹	225.1	232.3	240.4	213.1	-1.8%	34.2%	246.4	252.0	253.6	6.0%	33.3%
Departmental agencies and accounts	224.3	231.1	239.7	211.8	-1.9%	34.1%	246.4	252.0	253.6	6.2%	33.3%
Households	0.8	1.1	0.7	1.3	17.8%	0.1%	-	-	-	-100.0%	0.0%
Payments for capital assets	3.2	7.1	7.8	5.4	18.9%	0.9%	5.0	4.9	5.1	-1.8%	0.7%
Buildings and other fixed structures	0.0	0.1	0.4	0.6	151.0%	0.0%	0.1	0.1	0.1	-43.4%	0.0%
Machinery and equipment	2.9	7.0	7.4	4.8	18.9%	0.8%	4.9	4.8	5.0	1.3%	0.7%
Software and other intangible assets	0.3	-	-	-	-100.0%	0.0%	-	-	-	0.0%	0.0%
Payments for financial assets	4.1	0.1	0.1	-	-100.0%	0.2%	-	-	-	0.0%	0.0%
Total	619.3	643.7	675.6	725.1	5.4%	100.0%	749.7	710.0	711.9	-0.6%	100.0%

1. Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at www.treasury.gov.za and www.vulekamali.gov.za.

Transfers and subsidies expenditure trends and estimates

Table 4.3 Vote transfers and subsidies trends and estimates

	Audited outcome			Adjusted appropriation 2020/21	Average growth rate (%) 2017/18 - 2020/21	Average Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%) 2020/21 - 2023/24	Average Expenditure/ Total (%)
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
R thousand											
Households											
Social benefits											
Current	781	1 146	651	1 277	17.8%	0.4%	-	-	-	-100.0%	0.1%
Employee social benefits	781	1 146	651	1 277	17.8%	0.4%	-	-	-	-100.0%	0.1%
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	224 343	231 138	239 747	211 846	-1.9%	99.6%	246 445	252 014	253 637	6.2%	99.9%
Communication	38	39	38	66	20.2%	-	67	70	72	2.9%	-
Brand South Africa	194 300	200 430	207 914	179 501	-2.6%	85.9%	213 352	218 122	219 526	6.9%	86.0%
Media Development and Diversity Agency	30 005	30 669	31 795	32 279	2.5%	13.7%	33 026	33 822	34 039	1.8%	13.8%
Total	225 124	232 284	240 398	213 123	-1.8%	100.0%	246 445	252 014	253 637	6.0%	100.0%

Personnel information

Table 4.4 Vote personnel numbers and cost by salary level and programme¹

Programmes																			
1. Administration																			
2. Content Processing and Dissemination																			
3. Intergovernmental Coordination and Stakeholder Management																			
Number of posts estimated for 31 March 2021		Number and cost ² of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average Salary level/ Total (%)				
		2019/20	2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24												
Government Communication and Information System		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	539	65	470	260.8	0.6	507	277.8	0.5	465	275.1	0.6	449	275.1	0.6	437	275.2	0.6	-4.8%	100.0%
1 – 6	111	3	97	31.1	0.3	109	32.5	0.3	102	30.9	0.3	103	31.8	0.3	100	31.4	0.3	-3.0%	22.3%
7 – 10	232	8	200	100.1	0.5	212	104.6	0.5	206	103.4	0.5	205	105.0	0.5	198	103.3	0.5	-2.3%	44.3%
11 – 12	86	2	78	66.2	0.8	83	70.0	0.8	82	70.2	0.9	77	66.9	0.9	77	68.0	0.9	-2.5%	17.2%
13 – 16	58	-	48	57.9	1.2	55	68.8	1.3	55	69.9	1.3	55	71.0	1.3	55	72.1	1.3	-	11.8%
Other	52	52	47	5.5	0.1	47	1.9	0.0	20	0.6	0.0	9	0.5	0.1	7	0.4	0.1	-47.0%	4.4%
Programme	539	65	470	260.8	0.6	507	277.8	0.5	465	275.1	0.6	449	275.1	0.6	437	275.2	0.6	-4.8%	100.0%
Programme 1	169	22	147	72.2	0.5	152	74.4	0.5	154	76.2	0.5	142	76.2	0.5	137	76.3	0.6	-3.4%	31.5%
Programme 2	168	16	149	92.1	0.6	167	98.8	0.6	146	96.0	0.7	145	96.0	0.7	142	96.0	0.7	-5.3%	32.3%
Programme 3	202	27	174	96.5	0.6	187	104.6	0.6	165	102.9	0.6	162	102.9	0.6	158	102.9	0.7	-5.5%	36.2%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Departmental receipts

Table 4.5 Departmental receipts by economic classification

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)
	2017/18	2018/19	2019/20					2020/21	2021/22	2022/23		
Departmental receipts	3 832	3 082	1 727	1 741	1 741	-23.1%	100.0%	2 285	2 323	2 318	10.0%	100.0%
Sales of goods and services produced by department	2 604	2 239	1 149	1 534	1 534	-16.2%	72.5%	1 797	1 810	1 810	5.7%	80.2%
Sales by market establishments	135	145	140	133	133	-0.5%	5.3%	158	165	165	7.5%	7.2%
of which:												
Market establishment:	135	145	140	133	133	-0.5%	5.3%	158	165	165	7.5%	7.2%
Rental parking: Covered and open												
Other sales	2 469	2 094	1 009	1 401	1 401	-17.2%	67.2%	1 639	1 645	1 645	5.5%	73.0%
of which:												
Services rendered:	80	75	81	93	93	5.1%	3.2%	95	99	99	2.1%	4.5%
Commission on insurance and garnishee												
Sales: Departmental publications and production	2 389	2 019	928	1 308	1 308	-18.2%	64.0%	1 544	1 546	1 546	5.7%	68.6%
Sales of scrap, waste, arms and other used current goods	3	1	-	1	1	-30.7%	-	1	1	1	-	-
of which:												
Sales: Wastepaper	3	1	-	1	1	-30.7%	-	1	1	1	-	-
Interest, dividends and rent on land	290	285	321	116	116	-26.3%	9.7%	331	347	347	44.1%	13.2%
Interest	290	285	321	116	116	-26.3%	9.7%	331	347	347	44.1%	13.2%
Transactions in financial assets and liabilities	935	557	257	90	90	-54.2%	17.7%	156	165	160	21.1%	6.6%
Total	3 832	3 082	1 727	1 741	1 741	-23.1%	100.0%	2 285	2 323	2 318	10.0%	100.0%

Programme 1: Administration

Programme purpose

Provide strategic leadership, management and support services to the department.

Expenditure trends and estimates

Table 4.6 Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23		
R million	154.1	152.2	161.9	170.3	3.4%	97.9%	174.2	176.7	177.1	1.3%	98.8%
Departmental Management	8.7	6.9	7.5	7.0	-6.8%	4.6%	10.1	10.2	10.3	13.7%	5.3%
Corporate Services	48.1	48.9	56.6	52.9	3.2%	31.7%	53.8	54.3	54.4	0.9%	30.5%
Financial Administration	32.3	33.9	37.7	38.7	6.2%	21.9%	38.3	38.6	38.7	-	21.8%
Internal Audit	9.0	9.0	9.1	9.6	2.2%	5.6%	10.1	10.2	10.2	2.2%	5.7%
Office Accommodation	58.0	56.5	56.8	65.2	3.9%	36.3%	63.7	65.2	65.4	0.1%	36.7%
Total	156.0	155.3	167.7	173.3	3.6%	100.0%	176.0	178.5	179.0	1.1%	100.0%
Change to 2020 Budget estimate				1.7			(5.7)	(10.1)	7.3		
Economic classification	154.1	152.2	161.9	170.3	3.4%	97.9%	174.2	176.7	177.1	1.3%	98.8%
Current payments	64.6	67.8	72.2	74.4	4.8%	42.8%	76.2	76.2	76.3	0.8%	42.9%
Compensation of employees	64.6	67.8	72.2	74.4	4.8%	42.8%	76.2	76.2	76.3	0.8%	42.9%
Goods and services ¹	89.6	84.5	89.6	95.9	2.3%	55.1%	98.1	100.5	100.8	1.7%	55.9%
of which:											
Audit costs: External	2.9	2.6	2.6	2.1	-10.1%	1.6%	3.1	3.2	3.2	15.1%	1.6%
Communication	1.5	1.5	1.5	1.4	-0.8%	0.9%	2.1	2.1	2.1	14.0%	1.1%
Computer services	10.3	9.5	13.8	11.9	5.1%	7.0%	12.1	12.6	12.6	1.8%	7.0%
Operating leases	54.8	52.8	52.6	60.9	3.6%	33.9%	59.1	60.3	60.5	-0.2%	34.0%
Property payments	9.0	8.6	9.4	10.5	5.4%	5.8%	10.9	11.3	11.4	2.6%	6.2%
Travel and subsistence	3.6	2.8	3.7	2.7	-9.1%	2.0%	3.0	3.0	3.1	4.0%	1.7%
Transfers and subsidies¹	0.4	0.2	0.3	0.6	12.9%	0.2%	0.1	0.1	0.1	-54.0%	0.1%
Departmental agencies and accounts	0.0	0.0	0.0	0.1	14.5%	-	0.1	0.1	0.1	2.4%	-
Households	0.4	0.2	0.3	0.5	12.7%	0.2%	-	-	-	-100.0%	0.1%

Table 4.6 Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation 2020/21	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	Average Expenditure/ Total (%)
	2017/18	2018/19	2019/20		2017/18	2020/21	2021/22	2022/23	2023/24		
R million											
Payments for capital assets	1.4	2.8	5.5	2.4	19.2%	1.9%	1.8	1.8	1.9	-7.8%	1.1%
Buildings and other fixed structures	–	–	0.3	0.6	–	0.1%	0.1	0.1	0.1	-43.3%	0.1%
Machinery and equipment	1.1	2.8	5.2	1.8	17.8%	1.7%	1.7	1.7	1.8	-0.7%	1.0%
Software and other intangible assets	0.3	–	–	–	-100.0%	–	–	–	–	–	–
Payments for financial assets	0.0	0.0	–	–	-100.0%	–	–	–	–	–	–
Total	156.0	155.3	167.7	173.3	3.6%	100.0%	176.0	178.5	179.0	1.1%	100.0%
Proportion of total programme expenditure to vote expenditure	25.2%	24.1%	24.8%	23.9%	–	–	23.5%	25.1%	25.1%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.4	0.2	0.3	0.5	12.7%	0.2%	–	–	–	-100.0%	0.1%
Employee social benefits	0.4	0.2	0.3	0.5	12.7%	0.2%	–	–	–	-100.0%	0.1%

1. Estimates of National Expenditure data tables are available at www.treasury.gov.za. These tables contain detailed information by goods and services, and transfers and subsidies items by programme.

Personnel information

Table 4.7 Administration personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2021			Number and cost ² of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average Salary level/ Total (%)			
			2019/20			2020/21			2021/22		2022/23		2023/24						
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			Number	Cost	Unit cost
Administration																			
Salary level	169	22	147	72.2	0.5	152	74.4	0.5	154	76.2	0.5	142	76.2	0.5	137	76.3	0.6	-3.4%	100.0%
1 – 6	62	3	52	14.5	0.3	52	14.6	0.3	54	15.4	0.3	54	15.7	0.3	53	15.6	0.3	0.6%	36.4%
7 – 10	52	3	48	22.7	0.5	51	22.7	0.4	51	23.1	0.5	50	23.2	0.5	48	22.7	0.5	-2.0%	34.2%
11 – 12	22	1	20	16.3	0.8	21	17.4	0.8	21	17.7	0.8	20	17.1	0.9	20	17.4	0.9	-1.6%	14.0%
13 – 16	18	–	13	17.8	1.4	14	19.6	1.4	14	19.9	1.4	14	20.2	1.4	14	20.5	1.5	–	9.6%
Other	15	15	14	0.9	0.1	14	0.1	0.0	14	0.1	0.0	4	0.0	0.0	2	0.0	0.0	-47.7%	5.7%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 2: Content Processing and Dissemination

Programme purpose

Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness.

Objectives

- Provide strategic leadership and support in government communications by conducting research on public opinion and analysing media coverage to understand the communications environment and inform government messaging over the medium term.
- Increase the share of government's voice and messaging in the public domain by producing government communication products and services over the medium term.
- Improve the dissemination of information by providing effective and efficient marketing and distribution services, cost-effective media buying services, and media products and services for government on an ongoing basis.

Subprogrammes

- *Programme Management for Content Processing and Dissemination* coordinates strategic planning for communications in the department and other government departments, and ensures adherence to standards for government communications.
- *Policy and Research* conducts research to assess the information needs of the public and how government should address these needs; monitors media coverage of issues affecting government and the country;

provides analysis on how the media interprets and reports on government policies and programmes; formulates policy proposals; assesses public perceptions on government performance; and oversees the process of reviewing government communications policy by monitoring its implementation and facilitating workshops.

- *Products and Platforms* develops content for the department; provides language services for products that require translation; conducts editing and proofreading; manages the department's and government's websites; produces government publications; provides social media and news services; and develops the national communication strategy.
- *Communication Service Agency* provides media bulk-buying services and media production services to all spheres of government; develops distribution strategies for all government communications; oversees the outsourcing of distribution services to service providers; manages government's corporate identity; and provides marketing services for the department and other government departments.
- *Entity Oversight* monitors the implementation of policies by Brand South Africa and the Media Development and Diversity Agency, and provides guidance on and oversees their governance matters.
- *Media Policy* conducts research and develops print media, new media and communications policies for government.

Expenditure trends and estimates

Table 4.8 Content Processing and Dissemination expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23		
R million											
Programme Management for Content Processing and Dissemination	2.0	2.2	2.4	2.9	13.0%	0.6%	4.0	4.0	4.0	11.4%	0.9%
Policy and Research	32.2	32.7	35.4	37.0	4.7%	8.9%	37.8	38.0	38.1	0.9%	9.0%
Products and Platforms	48.7	51.3	48.6	51.8	2.1%	12.9%	50.7	51.3	50.8	-0.6%	12.1%
Communication Service Agency	53.8	57.1	53.5	112.1	27.8%	17.8%	105.7	56.4	56.5	-20.4%	19.6%
Entity Oversight	225.5	232.1	246.5	216.1	-1.4%	59.4%	248.7	254.3	255.9	5.8%	57.9%
Media Policy	0.0	0.3	3.5	2.2	357.3%	0.4%	2.0	2.1	2.1	-2.1%	0.5%
Total	362.2	375.7	389.9	422.1	5.2%	100.0%	449.0	406.2	407.4	-1.2%	100.0%
Change to 2020				6.7			9.2	(51.4)	(6.3)		
Budget estimate											
Economic classification											
Current payments	132.5	141.6	149.1	209.0	16.4%	40.8%	200.8	152.4	152.0	-10.1%	42.4%
Compensation of employees	77.7	83.2	92.1	98.8	8.3%	22.7%	96.0	96.0	96.0	-0.9%	23.0%
Goods and services ¹	54.7	58.4	57.0	110.2	26.3%	18.1%	104.8	56.4	56.0	-20.2%	19.4%
<i>of which:</i>											
Advertising	0.3	3.0	1.7	56.7	490.0%	4.0%	52.5	2.5	2.6	-64.4%	6.8%
Communication	2.8	2.7	3.1	2.3	-6.6%	0.7%	3.3	3.3	3.4	13.2%	0.7%
Computer services	3.3	3.2	2.5	4.1	8.2%	0.9%	4.2	4.3	4.3	1.4%	1.0%
Agency and support/outsourced services	5.9	4.5	7.2	6.4	2.7%	1.5%	6.5	6.7	6.7	1.6%	1.6%
Travel and subsistence	7.6	8.3	8.2	7.3	-1.3%	2.0%	5.9	6.2	6.2	-5.5%	1.5%
Operating payments	32.6	33.5	24.4	30.0	-2.8%	7.8%	28.9	29.6	29.1	-0.9%	7.0%
Transfers and subsidies¹	224.6	231.4	239.8	211.9	-1.9%	58.6%	246.4	251.9	253.6	6.2%	57.2%
Departmental agencies and accounts	224.3	231.1	239.7	211.8	-1.9%	58.5%	246.4	251.9	253.6	6.2%	57.2%
Households	0.3	0.3	0.1	0.1	-21.8%	0.1%	-	-	-	-100.0%	-
Payments for capital assets	1.1	2.7	0.9	1.2	3.7%	0.4%	1.8	1.8	1.8	15.1%	0.4%
Machinery and equipment	1.1	2.7	0.9	1.2	3.7%	0.4%	1.8	1.8	1.8	15.1%	0.4%
Payments for financial assets	4.1	0.0	0.0	-	-100.0%	0.3%	-	-	-	-	-
Total	362.2	375.7	389.9	422.1	5.2%	100.0%	449.0	406.2	407.4	-1.2%	100.0%
Proportion of total programme expenditure to vote expenditure	58.5%	58.4%	57.7%	58.2%	-	-	59.9%	57.2%	57.2%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.3	0.3	0.1	0.1	-21.8%	0.1%	-	-	-	-100.0%	-
Employee social benefits	0.3	0.3	0.1	0.1	-21.8%	0.1%	-	-	-	-100.0%	-
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	224.3	231.1	239.7	211.8	-1.9%	58.5%	246.4	251.9	253.6	6.2%	57.2%
Brand South Africa	194.3	200.4	207.9	179.5	-2.6%	50.5%	213.4	218.1	219.5	6.9%	49.3%
Media Development and Diversity Agency	30.0	30.7	31.8	32.3	2.5%	8.0%	33.0	33.8	34.0	1.8%	7.9%

1. Estimates of National Expenditure data tables are available at www.treasury.gov.za. These tables contain detailed information by goods and services, and transfers and subsidies items by programme.

Personnel information

Table 4.9 Content Processing and Dissemination personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2021			Number and cost ² of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts additional to the establishment	Content Processing and Dissemination	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average Salary level/ Total (%)			
			2019/20			2020/21			2021/22		2022/23		2023/24				2020/21 - 2023/24		
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Salary level	168	16	149	92.1	0.6	167	98.8	0.6	146	96.0	0.7	145	96.0	0.7	142	96.0	0.7	-5.3%	100.0%
1 – 6	20	–	20	7.6	0.4	23	8.0	0.3	20	7.0	0.4	21	7.3	0.4	21	7.5	0.4	-3.0%	14.0%
7 – 10	83	4	68	36.1	0.5	76	39.1	0.5	72	37.6	0.5	72	38.3	0.5	69	37.4	0.5	-3.3%	48.3%
11 – 12	36	1	33	29.3	0.9	37	31.6	0.9	36	31.3	0.9	34	29.9	0.9	34	30.4	0.9	-2.8%	23.5%
13 – 16	18	–	15	15.4	1.0	18	19.9	1.1	18	20.2	1.1	18	20.5	1.1	18	20.8	1.2	–	12.0%
Other	11	11	13	3.7	0.3	13	0.2	0.0	–	–	–	–	–	–	–	–	–	-100.0%	2.2%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Programme 3: Intergovernmental Coordination and Stakeholder Management

Programme purpose

Implement development communication through mediated and unmediated communication channels, and foster sound stakeholder relations and partnerships.

Objectives

- Improve interdepartmental coordination to ensure that all government messages are coherent and aligned by jointly planning messaging and sharing communications functions across the 3 spheres of government over the medium term.
- Ensure that citizens are informed and empowered on government's policies, plans, programmes and achievements, and increase public participation in government's activities by engaging with stakeholders over the medium term.
- Implement a proactive and reactive media engagement system by building, maintaining and improving relations with the media, and driving government's communications agenda over the medium term.

Subprogrammes

- *Programme Management for Intergovernmental Coordination and Stakeholder Management* ensures a well-functioning communications system that proactively informs and engages the public, and manages and oversees the implementation of development communications. It does this by building sound stakeholder relations and partnerships, and ensuring that the public is informed about government policies and programmes.
- *Provincial and Local Liaison* ensures that the national communication strategy is aligned with provincial and local communication strategies; procures advertising on media platforms to promote local government messages for the public; promotes the Thusong service centres; and coordinates the imbizo programme.
- *Media Engagement* leads and drives interaction and communication between government and the media; ensures effective liaison between ministers and the media; manages government's media liaison services by providing information; establishes, strengthens and maintains relationships with foreign and independent media; and establishes relations with South African missions to disseminate government information and key targeted messages.
- *Cluster Supervision (Human Development, Social Protection, and Governance and Administration)* provides strategic cluster communications advice and support to national departments and leadership on key cluster communication issues and campaigns; and coordinates Cabinet cluster communications and the development of government's communications programme. This subprogramme also develops communications strategies and key messages for the campaigns of departments in these clusters.
- *Cluster Supervision (Economic and Infrastructure, Justice and International)* provides strategic cluster communication advice and support to national departments and leadership on key cluster communication

Entities

Brand South Africa

Selected performance indicators

Table 4.12 Brand South Africa performance indicators by programme/objective/activity and related priority

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Number of South Africa incorporated research analyses produced per year	Brand marketing and reputation management	Priority 6: Social cohesion and safer communities	4	4	4	4	4	4	4
Number of international research papers on the reputation and perceptions of the nation brand conducted per year	Brand marketing and reputation management		1	1	1	1	1	1	1
Number of Play Your Part activities used to promote nation brand values, identity and constitutional awareness implemented per year	Brand marketing and reputation management		9	9	9	9	9	9	9
Number of content and communication programmes that engage with issues that are strategic to the reputation of the nation brand developed per year	Brand marketing and reputation management		16	16	100	72	72	72	72
Number of constitutional awareness campaigns conducted per year	Brand marketing and reputation management		8	8	16	4	4	4	4
Number of articles produced from media relations tours and engagements per year	Brand marketing and reputation management		4	4	11	8	11	11	11
Number of marketing campaigns that illustrate the attractiveness of the nation brand to domestic audiences per year	Brand marketing and reputation management		16	18	13	4	4	4	4
Number of institutions reached for nation brand alignment training per year	Brand marketing and reputation management		18	17	9	4	4	4	4

Entity overview

Brand South Africa works to improve South Africa's global competitiveness index ranking, boost business confidence in the country, and improve the country's reputation in the region and the world.

Over the MTEF period, the entity will intensify its efforts to promote South Africa as an investment destination of choice by showcasing the range of investment opportunities on offer. The entity aims to conduct 4 marketing campaigns per year over the period ahead that illustrate the attractiveness of investing in the nation brand to domestic audiences. Investments in international media partnerships are expected to ensure the dissemination of this message through the global market programme, which will be implemented in key African and global strategic markets at an estimated cost of R20 million per year over the medium term in the brand marketing and reputation management programme.

To provide stakeholders with a better understanding of the nation brand, the entity will continue to commission and subscribe to key research indexes. These provide insights on both domestic and global investor perceptions, and are expected to cost R8 million over the medium term in the brand marketing and reputation management programme.

Total expenditure is expected to increase from R217.1 million in 2020/21 to R231 million in 2023/24 at an average annual rate of 2.1 per cent. The entity is funded primarily through transfers from the department, which are expected to increase at an average annual rate of 6.9 per cent, from R179.5 million in 2020/21 to R219.5 million in 2023/24.

Programmes/Objectives/Activities**Table 4.13 Brand SA expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2020/21	Average growth rate (%) 2017/18 - 2020/21	Average: Expenditure/ Total (%) 2020/21	Medium-term expenditure estimate			Average growth rate (%) 2020/21 - 2023/24	Average: Expenditure/ Total (%) 2020/21 - 2023/24
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
Administration	210.8	98.0	102.7	104.8	-20.8%	60.2%	102.4	108.9	113.7	2.8%	48.2%
Brand Marketing and Reputation Management	–	105.6	74.9	92.6	–	31.2%	93.3	99.0	98.8	2.2%	43.0%
Stakeholder Relations	–	26.4	28.5	19.7	–	8.6%	18.7	21.3	18.5	-2.1%	8.8%
Total	210.8	230.0	206.0	217.1	1.0%	100.0%	214.4	229.1	231.0	2.1%	100.0%

Statements of financial performance, cash flow and financial position**Table 4.14 Brand SA statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2020/21	Average growth rate (%) 2017/18 - 2020/21	Average: Expenditure/ Total (%) 2020/21	Medium-term expenditure estimate			Average growth rate (%) 2020/21 - 2023/24	Average: Expenditure/ Total (%) 2020/21 - 2023/24
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
Revenue											
Non-tax revenue	7.5	13.9	2.3	1.0	-48.9%	3.0%	1.0	11.0	11.5	125.7%	2.7%
<i>of which:</i>											
Other non-tax revenue	7.5	13.9	2.3	1.0	-48.9%	3.0%	1.0	11.0	11.5	125.7%	2.7%
Transfers received	194.3	200.4	207.9	179.5	-2.6%	97.0%	213.4	218.1	219.5	6.9%	97.3%
Total revenue	201.8	214.4	210.2	180.5	-3.7%	100.0%	214.4	229.1	231.0	8.6%	100.0%
Expenses											
Current expenses	210.8	230.0	206.0	217.1	1.0%	100.0%	214.4	229.1	231.0	2.1%	100.0%
Compensation of employees	59.8	66.5	71.1	76.1	8.4%	31.7%	75.0	79.4	83.0	2.9%	35.2%
Goods and services	146.5	161.8	129.8	139.5	-1.6%	66.8%	138.1	148.2	146.5	1.7%	64.2%
Depreciation	4.5	1.7	5.0	1.4	-31.7%	1.5%	1.2	1.5	1.5	2.2%	0.6%
Interest, dividends and rent on land	0.0	0.0	0.0	0.0	100.5%	–	0.0	0.0	0.0	9.0%	–
Total expenses	210.8	230.0	206.0	217.1	1.0%	100.0%	214.4	229.1	231.0	2.1%	100.0%
Surplus/(Deficit)	(9.0)	(15.7)	4.2	(36.6)	59.6%		–	–	–	-100.0%	
Cash flow statement											
Cash flow from operating activities	10.0	(0.3)	2.5	(30.5)	-245.1%	100.0%	(3.1)	(9.9)	(14.1)	-22.7%	100.0%
Receipts											
Non-tax receipts	5.8	13.4	12.3	11.0	23.9%	5.1%	11.0	11.0	11.5	1.5%	5.1%
Sales of goods and services other than capital assets	4.8	11.8	1.0	10.0	27.9%	3.4%	10.0	10.0	10.5	1.5%	4.6%
<i>Sales by market establishment</i>	<i>4.8</i>	<i>11.8</i>	<i>1.0</i>	<i>10.0</i>	<i>27.9%</i>	<i>3.4%</i>	<i>10.0</i>	<i>10.0</i>	<i>10.5</i>	<i>1.5%</i>	<i>4.6%</i>
Other tax receipts	1.0	1.6	11.3	1.0	–	1.7%	1.0	1.0	1.0	1.5%	0.5%
Transfers received	194.3	200.4	207.9	179.5	-2.6%	94.9%	213.4	218.1	219.5	6.9%	94.9%
Total receipts	200.1	213.9	220.2	190.5	-1.6%	100.0%	224.4	229.1	231.0	6.6%	100.0%
Payment											
Current payments	190.1	209.5	217.7	221.0	5.2%	99.5%	227.4	239.0	245.1	3.5%	100.0%
Compensation of employees	62.1	63.9	68.0	76.1	7.0%	32.1%	81.5	87.2	91.1	6.2%	36.0%
Goods and services	127.9	145.6	149.7	144.9	4.2%	67.4%	145.9	151.9	154.0	2.1%	64.0%
Interest and rent on land	0.0	0.0	0.0	0.0	–	–	0.0	0.0	0.0	1.5%	–
Total payments	190.1	214.1	217.7	221.0	5.2%	100.0%	227.4	239.0	245.1	3.5%	100.0%
Net cash flow from investing activities	(7.4)	(1.3)	(3.3)	(3.3)	-23.8%	100.0%	(3.3)	(3.5)	(3.7)	3.8%	100.0%
Acquisition of property, plant, equipment and intangible assets	(2.2)	(1.2)	(2.7)	(2.8)	8.4%	71.9%	(2.8)	(3.0)	(3.1)	3.8%	85.4%
Acquisition of software and other intangible assets	(5.2)	(0.1)	(0.6)	(0.5)	-54.9%	28.1%	(0.5)	(0.5)	(0.5)	3.8%	14.6%
Net increase/(decrease) in cash and cash equivalents	2.6	(1.5)	(0.8)	(33.8)	-335.9%	-3.9%	(6.3)	(13.4)	(17.8)	-19.3%	-8.0%
Statement of financial position											
Carrying value of assets	17.7	16.1	14.6	13.2	-9.4%	33.8%	13.2	13.5	14.1	2.2%	35.7%
<i>Acquisition of assets</i>	<i>(2.2)</i>	<i>(1.2)</i>	<i>(2.7)</i>	<i>(2.8)</i>	<i>8.4%</i>	<i>100.0%</i>	<i>(2.8)</i>	<i>(3.0)</i>	<i>(3.1)</i>	<i>3.8%</i>	<i>100.0%</i>
Investments	1.0	1.0	1.0	–	-100.0%	1.6%	–	–	–	–	–
Receivables and prepayments	2.1	2.6	2.2	9.7	67.3%	9.4%	2.5	2.3	2.4	-37.2%	10.6%
Cash and cash equivalents	28.2	26.7	25.9	20.0	-10.8%	55.2%	20.0	20.0	20.9	1.5%	53.7%
Total assets	48.9	46.3	43.7	42.9	-4.3%	100.0%	35.6	35.8	37.4	-4.5%	100.0%
Accumulated surplus/(deficit)	30.1	11.2	15.4	22.3	-9.6%	43.2%	14.1	12.5	13.0	-16.3%	40.3%
Finance lease	–	–	–	0.2	–	0.1%	–	0.1	0.1	-16.0%	0.3%
Trade and other payables	10.5	24.9	17.3	9.5	-3.3%	34.3%	9.8	10.4	10.9	4.7%	27.0%
Provisions	8.3	10.2	11.0	10.8	9.1%	22.3%	11.8	12.7	13.3	7.1%	32.3%
Derivatives financial instruments	–	–	–	0.1	–	–	–	–	–	-100.0%	–
Total equity and liabilities	48.9	46.3	43.7	42.9	-4.3%	100.0%	35.6	35.8	37.4	-4.5%	100.0%

Personnel information**Table 4.15 Brand SA personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost ¹ of personnel posts filled/planned for on funded establishment														Number			
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate									Average growth rate (%)	Average: Salary level/Total (%)	
		2019/20		2020/21		2021/22			2022/23			2023/24			2020/21 - 2023/24				
Brand SA		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	57	57	71.1	1.2	57	76.1	1.3	57	75.0	1.3	57	79.4	1.4	57	83.0	1.5	2.9%	100.0%	
1 – 6	3	3	3	0.6	0.2	3	0.6	0.2	3	0.6	0.2	3	0.6	0.2	3	0.7	0.2	2.9%	0.8%
7 – 10	20	20	20	11.1	0.6	20	11.8	0.6	20	11.7	0.6	20	12.3	0.6	20	12.9	0.6	2.9%	15.5%
11 – 12	13	13	13	12.5	1.0	13	13.4	1.0	13	13.2	1.0	13	13.9	1.1	13	14.5	1.1	2.9%	17.5%
13 – 16	15	15	15	23.9	1.6	15	25.6	1.7	15	25.2	1.7	15	26.7	1.8	15	27.9	1.9	2.9%	33.6%
17 – 22	6	6	6	23.1	3.9	6	24.8	4.1	6	24.4	4.1	6	25.8	4.3	6	27.0	4.5	2.9%	32.5%

1. Rand million.

Media Development and Diversity Agency**Selected performance indicators****Table 4.16 Media Development and Diversity Agency performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Community media sustainability model developed	Community and small commercial media		– ¹	– ¹	– ¹	Study into development of community media sustainability model commissioned	Community media sustainability model research conducted	Community media sustainability model finalised	– ²
Number of community broadcast project funding proposals submitted to the board per year	Community and small commercial media	Priority 6: Social cohesion and safer communities	8	29	22	20	20	20	20
Number of funding proposals for community and small commercial print or digital media projects submitted to the board per year	Community and small commercial media		6	12	10	8	6	6	6
Community media digital migration strategy reviewed and submitted to board	Strategy, policy, advocacy, and capacity building		– ¹	– ¹	Community media digital migration strategy commissioned	Community media digital migration strategy submitted to board	Community media digital migration strategy reviewed	– ²	– ²
Number of training interventions aimed at capacitating community media with skills aligned with sector-specific needs per year	Strategy, policy, advocacy, and capacity building	Priority 3: Education. skills and health	5	9	6	6	6	6	6
Number of media literacy workshops conducted per year	Strategy, policy, advocacy, and capacity building		1	1	3	3	3	3	3
Number of research projects funded on key trends or developments affecting the community media sector per year	Strategy, policy, advocacy, and capacity building	Priority 6: Social cohesion and safe communities	2	1	1	3	2	2	2

1. No historical data available.

2. Indicator discontinued.

Entity overview

The core activities of the Media Development and Diversity Agency are to provide financial and non-financial support to community broadcast and small commercial media projects, with an emphasis on promoting indigenous languages and contributing to community development and the alleviation of poverty and inequality. Over the medium term, the agency will intensify its focus on serving communities that are typically sidelined by the mainstream media, and addressing pressing societal issues.

An estimated 39.7 per cent (R111.7 million) of the agency's budget over the medium term is earmarked for grant funding to be distributed to 60 community broadcast projects. An additional R6 million in grant funding is earmarked for 18 community and small commercial media projects. To ensure the sustainability of the

community media sector, the agency will ensure that the initiatives in which it invests support skills development and social upliftment. To support this aim, R2.9 million over the MTEF period is budgeted to impart skills in key foundational areas such as governance to a targeted 120 projects.

The agency will also invest in 3 research projects per year over the medium term to develop a sustainability model for community and small commercial media projects. This is expected to result in expenditure of R8.6 million on contractors to carry out the studies. Total expenditure over the MTEF period is expected to be R281.9 million.

The agency is set to derive 35.7 per cent (R100.9 million) of its projected revenue over the medium term through transfers from the department and 60 per cent (R168.8 million) from the mainstream community broadcast sector as donations deductible from the Universal Service and Access Fund levy.

Programmes/Objectives/Activities

Table 4.17 Media Development Diversity Agency expenditure trends and estimates by programme/objective/activity

R million	Audited outcome			Revised estimate 2020/21	Average growth rate (%) 2017/18 - 2020/21	Average: Expenditure/ Total (%) 2017/18 - 2020/21	Medium-term expenditure estimate			Average growth rate (%) 2020/21 - 2023/24	Average: Expenditure/ Total (%) 2020/21 - 2023/24
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
Administration	27.4	33.7	26.0	34.7	8.2%	35.7%	34.5	36.0	37.2	2.3%	37.4%
Community media and small commercial media	49.2	36.2	57.8	56.5	4.7%	57.9%	54.5	53.2	52.0	-2.7%	56.8%
Research, monitoring and evaluation, Strategy, policy, advocacy, capacity building	3.4	0.0	0.2	3.6	1.3%	2.0%	0.6	1.0	1.0	-33.6%	1.6%
Innovation, Research and Development	2.3	2.7	0.4	0.4	-43.6%	1.8%	-	-	-	-100.0%	0.1%
	-	3.7	1.5	3.8	-	2.6%	3.8	3.9	4.1	2.6%	4.1%
Total	82.3	76.3	85.9	99.0	6.3%	100.0%	93.4	94.1	94.3	-1.6%	100.0%

Statements of financial performance, cash flow and financial position

Table 4.18 Media Development Diversity Agency statements of financial performance, cash flow and financial position

Statement of financial performance											
R million	Audited outcome			Revised estimate 2020/21	Average growth rate (%) 2017/18 - 2020/21	Average: Expenditure/ Total (%) 2017/18 - 2020/21	Medium-term expenditure estimate			Average growth rate (%) 2020/21 - 2023/24	Average: Expenditure/ Total (%) 2020/21 - 2023/24
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
Revenue											
Non-tax revenue	5.3	5.7	6.7	6.3	6.0%	6.4%	4.2	4.0	3.8	-15.4%	4.9%
<i>of which:</i>											
Other non-tax revenue	5.3	5.7	6.7	6.3	6.0%	6.4%	4.2	4.0	3.8	-15.4%	4.9%
Transfers received	78.3	82.4	100.5	88.6	4.2%	93.6%	89.2	90.1	90.5	0.7%	95.1%
Total revenue	83.6	88.1	107.1	94.9	4.3%	100.0%	93.4	94.1	94.3	-0.2%	100.0%
Expenses											
Current expenses	34.3	38.9	35.1	54.1	16.4%	47.0%	46.2	48.5	49.7	-2.8%	52.1%
Compensation of employees	16.3	22.3	22.6	34.8	28.9%	27.6%	35.6	37.4	40.0	4.7%	38.8%
Goods and services	16.9	15.6	11.7	18.0	2.1%	18.2%	10.3	10.8	9.4	-19.4%	12.7%
Depreciation	1.1	0.9	0.8	1.3	4.0%	1.2%	0.3	0.3	0.3	-35.2%	0.6%
Interest, dividends and rent on land	-	0.1	0.0	0.0	-	0.1%	-	-	-	-100.0%	-
Transfers and subsidies	48.1	37.4	50.8	44.9	-2.2%	53.0%	47.2	45.7	44.6	-0.2%	47.9%
Total expenses	82.3	76.3	85.9	99.0	6.3%	100.0%	93.4	94.1	94.3	-1.6%	100.0%
Surplus/(Deficit)	1.2	11.8	21.2	(4.1)	-250.6%		-	-	-	-100.0%	
Cash flow statement											
Cash flow from operating activities	5.2	1.8	27.2	(0.0)	-116.7%	100.0%	18.8	16.9	13.6	-926.8%	100.0%
Receipts											
Non-tax receipts	5.3	5.7	6.7	5.4	0.8%	6.6%	4.2	4.0	3.8	-11.0%	5.1%
Other tax receipts	5.3	5.7	6.7	5.4	0.8%	6.6%	4.2	4.0	3.8	-11.0%	5.1%
Transfers received	78.3	85.4	98.8	65.7	-5.7%	93.4%	89.2	90.1	90.5	11.3%	94.9%
Total receipts	83.6	91.1	105.4	71.1	-5.2%	100.0%	93.4	94.1	94.3	9.9%	100.0%
Payment											
Current payments	31.6	48.9	34.3	47.5	14.6%	51.4%	50.3	46.2	48.3	0.5%	63.5%
Compensation of employees	15.0	20.3	22.4	29.0	24.5%	27.8%	31.0	32.7	34.2	5.6%	41.8%
Goods and services	16.5	28.5	11.9	18.5	3.8%	23.6%	19.2	13.5	14.1	-8.6%	21.7%
Interest and rent on land	-	0.1	0.0	0.0	-	0.1%	0.0	-	-	-100.0%	-
Transfers and subsidies	46.8	40.3	43.9	23.6	-20.4%	48.6%	24.3	31.0	32.4	11.2%	36.5%
Total payments	78.4	89.2	78.2	71.1	-3.2%	100.0%	74.5	77.2	80.7	4.3%	100.0%
Net cash flow from investing activities	(0.2)	(0.3)	(0.1)	(2.4)	129.7%	100.0%	(2.4)	-	-	-100.0%	-
Acquisition of property, plant, equipment and intangible assets	(0.2)	(0.3)	(0.1)	(1.6)	101.8%	92.0%	(1.6)	-	-	-100.0%	-
Acquisition of software and other intangible assets	-	-	-	(0.8)	-	8.0%	(0.8)	-	-	-100.0%	-

Table 4.18 Media Development Diversity Agency statements of financial performance, cash flow and financial position

Cash flow statement			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
Audited outcome						2020/21	2017/18 - 2020/21	2021/22			2022/23
R million	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24	2020/21 - 2023/24	
Net cash flow from financing activities	(0.4)	(0.6)	(0.6)	-	-100.0%	-	-	-	-	-	
Repayment of finance leases	(0.4)	(0.6)	(0.6)	-	-100.0%	-	-	-	-	-	
Net increase/(decrease) in cash and cash equivalents	4.5	0.9	26.6	(2.4)	-181.1%	8.8%	16.4	16.9	13.6	-277.5%	11.9%
Statement of financial position											
Carrying value of assets	2.5	1.9	1.2	1.5	-15.4%	1.9%	1.1	1.8	1.9	7.5%	2.1%
Acquisition of assets	(0.2)	(0.3)	(0.1)	(1.6)	101.8%	100.0%	(1.6)	-	-	-100.0%	-
Investments	-	0.0	-	-	-	-	-	-	-	-	-
Receivables and prepayments	0.8	14.4	5.5	0.5	-15.2%	4.4%	0.5	14.4	15.0	208.7%	6.5%
Cash and cash equivalents	104.2	105.2	131.8	50.6	-21.4%	93.7%	38.1	105.2	109.9	29.5%	91.4%
Total assets	107.6	121.5	138.5	52.6	-21.2%	100.0%	39.7	121.4	126.8	34.1%	100.0%
Accumulated surplus/(deficit)	73.0	84.7	106.0	47.9	-13.1%	76.3%	39.5	-	-	-100.0%	47.6%
Capital and reserves	-	-	-	-	-	-	-	72.9	76.2	-	30.0%
Capital reserve fund	28.3	31.3	29.6	2.0	-58.7%	19.3%	-	-	-	-100.0%	0.9%
Borrowings	-	-	0.0	-	-	-	-	-	-	-	-
Finance lease	1.0	0.6	-	1.2	3.4%	0.9%	-	-	-	-100.0%	0.5%
Trade and other payables	4.3	4.0	1.8	1.4	-32.1%	2.8%	-	36.7	38.3	204.5%	15.7%
Provisions	0.8	0.9	1.1	0.3	-31.1%	0.7%	0.3	11.8	12.3	266.8%	5.1%
Derivatives financial instruments	0.2	-	-	-	-100.0%	-	-	-	-	-	-
Total equity and liabilities	107.6	121.5	138.5	52.6	-21.2%	100.0%	39.7	121.4	126.8	34.1%	100.0%

Personnel information**Table 4.19 Media Development Diversity Agency personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost ¹ of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2019/20		Unit cost	2020/21		Unit cost	2021/22		Unit cost	2022/23		Unit cost			2023/24		Unit cost	
Media Development Diversity Agency		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2020/21 - 2023/24		
Salary level	41	41	40	22.6	0.6	40	34.8	0.9	41	35.6	0.9	41	37.4	0.9	41	40.0	1.0	4.7%	100.0%
7 – 10	26	26	25	8.8	0.4	25	14.5	0.6	26	13.9	0.5	26	14.6	0.6	26	15.6	0.6	2.6%	39.7%
11 – 12	10	10	10	8.1	0.8	10	12.0	1.2	10	12.7	1.3	10	13.4	1.3	10	14.3	1.4	6.2%	35.5%
13 – 16	5	5	5	5.7	1.1	5	8.4	1.7	5	8.9	1.8	5	9.4	1.9	5	10.0	2.0	6.2%	24.8%

1. Rand million.

