

National School of Government

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	109.2	105.5	–	3.6	110.6	111.0
Public Sector Organisational and Staff Development	101.0	–	101.0	–	103.3	103.7
Total expenditure estimates	210.2	105.5	101.0	3.6	213.9	214.7
Executive authority	Minister for Public Service and Administration					
Accounting officer	Principal of the National School of Government					
Website	www.thensg.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 or coordinate the provision of learning, training and development interventions that lead to improved performance and service delivery in the public sector.

Mandate

The National School of Government derives its mandate from the Public Service Amendment Act (2007). In terms of the act, the institution is mandated to provide training or effect its provision. The school responds to its mandate by developing relevant training and development programmes for delivery to South African public service officials at all levels. Through education and training, the school promotes the progressive realisation of the values and principles governing public administration, and enhances the quality of human resource capacity in public service institutions. The school uses its trading account, which was established in terms of the Public Finance Management Act (1999), as a delivery vehicle for its core output.

Selected performance indicators

Table 7.1 Performance indicators by programme 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
Percentage implementation of a quality management policy for the department per year	Administration	Priority 1: A capable, ethical and developmental state	–1	–1	–1	–1	50%	50%	50%
Implementation of an operations management policy for the department per year	Administration		–1	–1	–1	–1	4	4	4
Number of ICT projects enabling National School of Government operations per year	Administration		–1	–1	–1	4	6	6	6
Percentage of irregular expenditure reduced per year	Administration		–1	–1	–1	50%	80%	95%	100%

1. No historical data available.

Expenditure overview

Over the medium term, the department will continue to focus on contributing towards the fulfilment of the educational, training and development needs of the public service. Other specific focus areas over the period ahead include increasing the school's active online learning interventions, and revising the trading account's funding model to ensure that the school generates more revenue.

The department's number of online learning (education, training and development) interventions is expected to increase from 34 in 2020/21 to 40 in 2023/24. The school will continue to outsource support services such as

ICT, spending on which is expected to account for 10.6 per cent (R15.4 million) of its total allocation for goods and services over the MTEF period. This expenditure is within the *Public Sector Organisational and Staff Development* programme, which has a budget of R308 million over the medium term. Due to the compulsory baseline reductions across government, mainly to fund essential services during the COVID-19 pandemic, expenditure is set to decrease at an average annual rate of 8.7 per cent, from R136.5 million in 2020/21 to R103.7 million in 2023/24.

The department aims to continue revising its funding model to generate more revenue through training projects. Its executive management is responsible for revising this model, with related activities to be carried out in the *Management and Corporate Services* subprogrammes of the *Administration* programme at an estimated cost of R109.1 million over the medium term.

The budget for the training trading account comprises funds appropriated by Parliament and income derived from cost-recovery fees charged by the trading account for courses or modules provided to clients. Transfers to the training trading account constitute 50.4 per cent (R308 million) of the department's budget over the medium term, while the remaining 49.6 per cent (R330.8 million) is allocated to the *Administration* programme. Activities in the programme mainly involve providing strategic leadership to ensure the department's functioning, and providing administrative support such as human resources, internal audit, finance and supply chain management services. Expenditure is expected to decrease at an average annual rate of 4.1 per cent, from R243.4 million in 2020/21 to R214.7 million in 2023/24. This is mainly due to a once-off allocation in 2020/21 to bridge a funding gap created by COVID-19 lockdown restrictions.

Expenditure trends and estimates

Table 7.2 Vote expenditure trends and estimates by programme and economic classification

Programmes											
1. Administration											
2. Public Sector Organisational and Staff Development											
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	2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24	2020/21 - 2023/24
Programme 1	90.4	96.6	95.5	90.9	0.2%	51.1%	109.2	110.6	111.0	6.9%	48.7%
Programme 2	63.3	70.2	87.5	136.5	29.2%	48.9%	101.0	103.3	103.7	-8.7%	51.3%
Total	153.7	166.8	183.0	227.4	14.0%	100.0%	210.2	213.9	214.7	-1.9%	100.0%
Change to 2020 Budget estimate				20.8			(17.1)	(22.4)	(21.6)		
Economic classification											
Current payments	87.7	94.6	93.1	87.5	-0.1%	49.7%	105.5	106.8	107.0	6.9%	47.0%
Compensation of employees	50.5	54.2	55.2	58.6	5.1%	29.9%	58.1	58.1	58.1	-0.3%	26.9%
Goods and services ¹	37.2	40.4	37.9	28.8	-8.1%	19.8%	47.5	48.7	48.9	19.3%	20.1%
of which:											
Audit costs: External	4.6	4.3	3.7	4.1	-3.7%	2.3%	4.1	4.3	4.3	1.4%	1.9%
Computer services	6.9	6.6	6.2	4.7	-12.2%	3.3%	5.0	5.2	5.2	3.5%	2.3%
Agency and support/outsourced services	0.2	0.3	0.1	2.1	129.9%	0.4%	6.7	6.8	6.8	47.7%	2.6%
Operating leases	11.7	16.3	12.7	7.2	-14.7%	6.6%	12.2	12.5	12.6	20.3%	5.1%
Travel and subsistence	1.2	1.4	1.2	-	-100.0%	0.5%	4.0	4.1	4.1	0.0%	1.4%
Training and development	0.4	1.4	1.2	2.7	83.9%	0.8%	2.8	2.8	2.8	1.4%	1.3%
Transfers and subsidies¹	63.6	70.2	87.5	136.5	29.0%	49.0%	101.0	103.3	103.7	-8.7%	51.3%
Departmental agencies and accounts	63.3	70.2	87.5	136.5	29.2%	48.9%	101.0	103.3	103.7	-8.7%	51.3%
Households	0.3	0.1	-	-	-100.0%	0.0%	-	-	-	0.0%	0.0%
Payments for capital assets	2.4	1.9	2.4	3.4	13.4%	1.4%	3.6	3.8	4.0	5.2%	1.7%
Machinery and equipment	2.3	1.9	2.4	3.4	14.8%	1.4%	3.6	3.8	4.0	5.2%	1.7%
Software and other intangible assets	0.1	-	-	-	-100.0%	0.0%	-	-	-	0.0%	0.0%
Total	153.7	166.8	183.0	227.4	14.0%	100.0%	210.2	213.9	214.7	-1.9%	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 7.3 Vote transfers and subsidies trends and estimates

R thousand	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		
Households											
Social benefits											
Current	267	56	–	–	-100.0%	0.1%	–	–	–	–	–
Employee social benefits	267	56	–	–	-100.0%	0.1%	–	–	–	–	–
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	63 312	70 180	87 464	136 498	29.2%	99.9%	101 019	103 316	103 713	-8.7%	100.0%
National School of Government training trading account	63 312	70 180	87 464	136 498	29.2%	99.9%	101 019	103 316	103 713	-8.7%	100.0%
Total	63 579	70 236	87 464	136 498	29.0%	100.0%	101 019	103 316	103 713	-8.7%	100.0%

Personnel information

Table 7.4 Vote personnel numbers and cost by salary level and programme¹

Programmes																			
1. Administration																			
2. Public Sector Organisational and Staff Development																			
National School of Government	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											
			Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost					
National School of Government	87	–	87	55.2	0.6	87	58.6	0.7	85	58.1	0.7	84	58.1	0.7	84	58.1	0.7	-1.2%	100.0%
Salary level	87	–	87	55.2	0.6	87	58.6	0.7	85	58.1	0.7	84	58.1	0.7	84	58.1	0.7	-1.2%	100.0%
1 – 6	15	–	15	3.8	0.3	15	3.8	0.3	15	3.8	0.3	15	3.9	0.3	15	4.0	0.3	–	17.6%
7 – 10	37	–	37	15.6	0.4	37	16.4	0.4	36	16.3	0.5	37	16.6	0.5	37	17.0	0.5	–	42.9%
11 – 12	17	–	17	13.0	0.8	17	14.1	0.8	17	14.3	0.8	16	13.5	0.8	16	13.7	0.9	-2.0%	19.4%
13 – 16	18	–	18	22.8	1.3	18	24.4	1.4	17	23.6	1.4	17	24.0	1.4	16	23.4	1.5	-3.9%	20.0%
Programme	87	–	87	55.2	0.6	87	58.6	0.7	85	58.1	0.7	84	58.1	0.7	84	58.1	0.7	-1.2%	100.0%
Programme 1	87	–	87	55.2	0.6	87	58.6	0.7	85	58.1	0.7	84	58.1	0.7	84	58.1	0.7	-1.2%	100.0%

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

2. Rand million.

Departmental receipts

Table 7.5 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	125	153	347	60	136	2.9%	100.0%	70	71	71	-19.5%	100.0%
Sales of goods and services produced by department	36	41	44	30	16	-23.7%	18.0%	31	32	32	26.0%	31.9%
Other sales	36	41	44	30	16	-23.7%	18.0%	31	32	32	26.0%	31.9%
of which:												
Parking fees	1	1	1	1	–	-100.0%	0.4%	1	1	1	–	0.9%
Commission	35	40	43	29	16	-23.0%	17.6%	30	31	31	24.7%	31.0%
Sales of scrap, waste, arms and other used current goods	–	–	–	30	34	–	4.5%	–	–	–	-100.0%	9.8%
of which:												
Sales of scrap, waste, arms and other used current goods (excluding capital assets)	–	–	–	30	34	–	4.5%	–	–	–	-100.0%	9.8%
Interest, dividends and rent on land	53	74	81	–	8	-46.8%	28.4%	39	39	39	69.6%	35.9%
Interest	53	74	81	–	8	-46.8%	28.4%	39	39	39	69.6%	35.9%
Sales of capital assets	16	16	69	–	14	-4.4%	15.1%	–	–	–	-100.0%	4.0%
Transactions in financial assets and liabilities	20	22	153	–	64	47.4%	34.0%	–	–	–	-100.0%	18.4%
Total	125	153	347	60	136	2.9%	100.0%	70	71	71	-19.5%	100.0%

Programme 1: Administration

Programme purpose

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

Expenditure trends and estimates

Table 7.6 Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation 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		
R million											
Management	14.9	15.4	15.4	12.0	-6.9%	15.5%	16.7	16.9	16.9	12.0%	14.8%
Corporate Services	61.3	62.3	64.5	78.2	8.5%	71.3%	91.8	93.0	93.3	6.1%	84.5%
Property Management	14.2	19.0	15.6	0.7	-63.4%	13.2%	0.7	0.7	0.7	1.4%	0.7%
Total	90.4	96.6	95.5	90.9	0.2%	100.0%	109.2	110.6	111.0	6.9%	100.0%
Change to 2020 Budget estimate				(22.0)			(10.4)	(13.9)	(13.5)		
Economic classification											
Current payments	87.7	94.6	93.1	87.5	-0.1%	97.2%	105.5	106.8	107.0	6.9%	96.5%
Compensation of employees	50.5	54.2	55.2	58.6	5.1%	58.5%	58.1	58.1	58.1	-0.3%	55.2%
Goods and services ¹	37.2	40.4	37.9	28.8	-8.1%	38.7%	47.5	48.7	48.9	19.3%	41.3%
of which:											
Audit costs: External	4.6	4.3	3.7	4.1	-3.7%	4.5%	4.1	4.3	4.3	1.4%	4.0%
Computer services	6.9	6.6	6.2	4.7	-12.2%	6.5%	5.0	5.2	5.2	3.5%	4.8%
Agency and support/outsourced services	0.2	0.3	0.1	2.1	129.9%	0.7%	6.7	6.8	6.8	47.7%	5.3%
Operating leases	11.7	16.3	12.7	7.2	-14.7%	12.8%	12.2	12.5	12.6	20.3%	10.6%
Travel and subsistence	1.2	1.4	1.2	-	-100.0%	1.0%	4.0	4.1	4.1	-	2.9%
Training and development	0.4	1.4	1.2	2.7	83.9%	1.5%	2.8	2.8	2.8	1.4%	2.7%
Transfers and subsidies ¹	0.3	0.1	-	-	-100.0%	0.1%	-	-	-	-	-
Households	0.3	0.1	-	-	-100.0%	0.1%	-	-	-	-	-
Payments for capital assets	2.4	1.9	2.4	3.4	13.4%	2.7%	3.6	3.8	4.0	5.2%	3.5%
Machinery and equipment	2.3	1.9	2.4	3.4	14.8%	2.7%	3.6	3.8	4.0	5.2%	3.5%
Software and other intangible assets	0.1	-	-	-	-100.0%	-	-	-	-	-	-
Total	90.4	96.6	95.5	90.9	0.2%	100.0%	109.2	110.6	111.0	6.9%	100.0%
Proportion of total programme expenditure to vote expenditure	58.8%	57.9%	52.2%	40.0%	-	-	51.9%	51.7%	51.7%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.3	0.1	-	-	-100.0%	0.1%	-	-	-	-	-
Employee social benefits	0.3	0.1	-	-	-100.0%	0.1%	-	-	-	-	-

Personnel information

Table 7.7 Administration personnel numbers and cost by salary level¹

Administration Salary level	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 (%) 2020/21 - 2023/24	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					
	87	-	87	55.2	0.6	87	58.6	0.7	85	58.1	0.7	84	58.1	0.7	84	58.1	0.7	-1.2%	100.0%
1-6	15	-	15	3.8	0.3	15	3.8	0.3	15	3.8	0.3	15	3.9	0.3	15	4.0	0.3	-	17.6%
7-10	37	-	37	15.6	0.4	37	16.4	0.4	36	16.3	0.5	36	16.6	0.5	37	17.0	0.5	-	42.9%
11-12	17	-	17	13.0	0.8	17	14.1	0.8	17	14.3	0.8	16	13.5	0.8	16	13.7	0.9	-2.0%	19.4%
13-16	18	-	18	22.8	1.3	18	24.4	1.4	17	23.6	1.4	17	24.0	1.4	16	23.4	1.5	-3.9%	20.0%

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

2. Rand million.

Programme 2: Public Sector Organisational and Staff Development

Programme purpose

Facilitate transfer payments to the training trading account, which provides education, development and training to public sector employees.

Objectives

- Ensure competent public servants who are empowered to do their jobs by:
 - assessing public servants through online diagnostic tools to determine skills gaps and needs over the medium term
 - ensuring that public servants undergo ethics, education, training and development interventions annually
 - providing accredited and non-accredited education, training and development interventions annually
 - establishing sustainable partnerships and collaboration with local and international stakeholders to support education, training and development interventions on an ongoing basis.
- Ensure the provision of quality education, training and development by practitioners of the school by establishing a performance management system for practitioners over the medium term.
- Provide responsive education, training and development interventions for the public service by ensuring that:
 - 38 460 learners undergo education, training and development interventions on compulsory and demand-led courses or programmes in the 3 spheres of government, legislative sector and state-owned enterprises by March 2022
 - 8 compulsory in-service training programmes are implemented by March 2022.

Expenditure trends and estimates

Table 7.8 Public Sector Organisational and Staff Development expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation 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
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
R million											
National School of Government training trading account	63.3	70.2	87.5	136.5	29.2%	100.0%	101.0	103.3	103.7	-8.7%	100.0%
Total	63.3	70.2	87.5	136.5	29.2%	100.0%	101.0	103.3	103.7	-8.7%	100.0%
Change to 2020 Budget estimate				42.8			(6.7)	(8.5)	(8.1)		
Economic classification											
Transfers and subsidies ¹	63.3	70.2	87.5	136.5	29.2%	100.0%	101.0	103.3	103.7	-8.7%	100.0%
Departmental agencies and accounts	63.3	70.2	87.5	136.5	29.2%	100.0%	101.0	103.3	103.7	-8.7%	100.0%
Total	63.3	70.2	87.5	136.5	29.2%	100.0%	101.0	103.3	103.7	-8.7%	100.0%
Proportion of total programme expenditure to vote expenditure	41.2%	42.1%	47.8%	60.0%	-	-	48.1%	48.3%	48.3%	-	-
Details of transfers and subsidies											
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	63.3	70.2	87.5	136.5	29.2%	100.0%	101.0	103.3	103.7	-8.7%	100.0%
National School of Government training trading account	63.3	70.2	87.5	136.5	29.2%	100.0%	101.0	103.3	103.7	-8.7%	100.0%

Entity

National School of Government training trading account

Selected performance indicators

Table 7.9 National School of Government training trading account performance indicators by programme/objective/activity 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 skills assessment reports completed on training needs for relevant education, training and development interventions per year	Public sector organisational and staff development	Priority 1: A capable, ethical and developmental state	-1	-1	-1	10	10	10	10
Percentage of partnerships facilitating the uptake of National School of Government education, training and development interventions per year	Public sector organisational and staff development		-1	-1	-1	30	20	20	20
Number of learners educated, trained or developed in compulsory and demand-led courses/programmes per year	Public sector organisational and staff development		47 024	56 614	41 802	20 775	38 460	40 460	42 460
Number of provincial departments of education trained by the National School of Government to roll out training on handling diversity and dealing with all forms of discrimination per year	Public sector organisational and staff development		-1	-1	-1	-1	4	5	7
Number of online learning education, training and development interventions per year	Public sector organisational and staff development		24	25	27	34	36	36	40

1. No historical data available.

Entity overview

The department carries out its expanded mandate of building capacity in all spheres of government, state-owned entities and organs of state through its training trading account. Over the medium term, the department expects to foster collaborations with training institutions, higher education institutions, further education and training institutions, and private-sector training providers. In addition, the school expects to offer qualifications, part qualifications and non-formal education, as recognised by the national qualifications framework or the South African Qualifications Authority; and conduct training, examinations or tests that are required for specified appointments or transfers to meet the development needs of any category of employees. The COVID-19 pandemic has had a direct bearing on the department's plans for fulfilling its mandate, making it necessary to focus more on online training.

Expenditure is expected to increase at an average annual rate of 1.5 per cent, from R202.1 million in 2020/21 to R211.6 million in 2023/24, with spending on compensation of employees accounting for 58.7 per cent (R380.2 million) of expenditure over the medium term. Revenue is expected to increase in line with expenditure.

Programmes/Objectives/Activities

Table 7.10 National school of government training trading expenditure trends and estimates by programme/objective/activity

R million	Audited outcome			Revised estimate	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		
Administration	188.9	189.5	213.9	202.1	2.3%	100.0%	201.4	210.1	211.6	1.5%	100.0%
Total	188.9	189.5	213.9	202.1	2.3%	100.0%	201.4	210.1	211.6	1.5%	100.0%

Statements of financial performance, cash flow and financial position**Table 7.11 National school of government training trading 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	114.8	115.0	151.7	65.6	-17.0%	57.2%	107.5	115.5	113.8	20.1%	48.6%
Sale of goods and services other than capital assets	109.9	110.1	146.9	62.3	-17.2%	54.9%	104.1	111.9	110.0	20.9%	46.9%
<i>of which:</i>											
<i>Sales by market establishment</i>	109.9	110.1	146.9	62.3	-17.2%	54.9%	104.1	111.9	110.0	20.9%	46.9%
Other non-tax revenue	4.9	4.9	4.8	3.3	-12.4%	2.3%	3.4	3.6	3.7	4.1%	1.7%
Transfers received	63.3	63.7	72.9	136.5	29.2%	42.8%	94.0	94.6	97.9	-10.5%	51.4%
Total revenue	178.1	178.7	224.6	202.1	4.3%	100.0%	201.4	210.1	211.6	1.5%	100.0%
Expenses											
Current expenses	188.9	189.5	213.9	202.1	2.3%	100.0%	201.4	210.1	211.6	1.5%	100.0%
Compensation of employees	82.8	82.6	86.7	105.0	8.2%	45.0%	119.6	127.5	133.1	8.2%	58.7%
Goods and services	106.1	106.8	127.2	97.1	-2.9%	55.0%	81.8	82.6	78.5	-6.8%	41.3%
Total expenses	188.9	189.5	213.9	202.1	2.3%	100.0%	201.4	210.1	211.6	1.5%	100.0%
Surplus/(Deficit)	(10.8)	(10.8)	10.7	-	-100.0%	-	-	-	-	-	-
Cash flow statement											
Cash flow from operating activities	4.2	-	10.0	20.0	68.2%	-	30.0	30.3	(3.4)	-155.6%	100.0%
Receipts											
Non-tax receipts	125.6	127.7	129.1	83.4	-12.7%	57.7%	139.9	148.1	123.8	14.1%	52.3%
Sales of goods and services other than capital assets	123.0	125.0	126.3	80.6	-13.1%	56.3%	136.9	144.9	120.6	14.4%	51.0%
<i>Sales by market establishment</i>	123.0	125.0	126.3	80.6	-13.1%	56.3%	136.9	144.9	120.6	14.4%	51.0%
Other tax receipts	2.6	2.7	2.8	2.8	3.6%	1.3%	3.0	3.1	3.3	4.9%	1.3%
Transfers received	63.3	70.2	79.8	136.5	29.2%	42.3%	101.0	103.3	103.7	-8.7%	47.7%
Total receipts	188.9	197.9	208.9	219.9	5.2%	100.0%	240.9	251.4	227.6	1.1%	100.0%
Payment											
Current payments	184.7	197.9	198.9	199.9	2.7%	100.0%	210.9	221.1	231.0	4.9%	100.0%
Compensation of employees	85.4	100.4	106.6	113.2	9.8%	51.8%	119.5	125.2	130.8	4.9%	56.6%
Goods and services	99.2	97.5	92.3	86.7	-4.4%	48.2%	91.5	95.9	100.2	4.9%	43.4%
Total payments	184.7	197.9	198.9	199.9	2.7%	100.0%	210.9	221.1	231.0	4.9%	100.0%
Net increase/(decrease) in cash and cash equivalents	4.2	-	10.0	20.0	68.2%	4.2%	30.0	30.3	(3.4)	-155.6%	9.4%
Statement of financial position											
Carrying value of assets	11.5	11.5	30.6	11.5	-	12.0%	12.1	12.7	13.3	4.9%	8.3%
Inventory	-	-	4.3	-	-	0.8%	-	-	-	-	-
Receivables and prepayments	36.2	36.2	8.0	36.2	-	21.2%	38.2	40.0	41.8	4.9%	26.2%
Cash and cash equivalents	90.3	90.3	89.9	90.3	-	66.0%	95.3	99.8	104.3	4.9%	65.4%
Total assets	138.0	138.0	132.7	138.0	-	100.0%	145.6	152.6	159.5	4.9%	100.0%
Accumulated surplus/(deficit)	114.2	114.2	56.3	114.2	-	72.7%	120.5	126.3	131.9	4.9%	82.7%
Trade and other payables	20.0	20.0	67.3	20.0	-	23.5%	21.1	22.1	23.1	4.9%	14.5%
Provisions	3.8	3.8	9.1	3.8	-	3.8%	4.1	4.2	4.4	4.9%	2.8%
Total equity and liabilities	138.0	138.0	132.7	138.0	-	100.0%	145.6	152.6	159.5	4.9%	100.0%

Personnel information**Table 7.12 National school of government training trading 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 2019/20			Revised estimate 2020/21			Medium-term expenditure estimate 2021/22			2022/23			2023/24			Average growth rate (%) 2020/21 - 2023/24	Average: Salary level/Total (%)
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
National school of government training trading	-	138	86.7	0.6	144	105.0	0.7	144	119.6	0.8	144	127.5	0.9	144	133.1	0.9	8.2%	100.0%
Salary level	-																	
1-6	-	15	2.1	0.1	21	3.6	0.2	21	4.0	0.2	21	4.3	0.2	21	6.4	0.3	21.2%	3.7%
7-10	-	88	35.6	0.4	88	51.3	0.6	88	54.8	0.6	88	59.3	0.7	88	60.8	0.7	5.8%	46.7%
11-12	-	21	31.4	1.5	21	32.0	1.5	21	41.1	2.0	21	42.0	2.0	21	42.5	2.0	10.0%	32.4%
13-16	-	14	17.5	1.3	14	18.2	1.3	14	19.7	1.4	14	21.9	1.6	14	23.4	1.7	8.8%	17.1%
17-22	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

1. Rand million.

